



GLEN EIRA
CITY COUNCIL

Glen Eira City Council

Council Plan 2025–2029

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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THE *GLEN EIRA CITY COUNCIL COUNCIL PLAN 2025–2029* WAS ADOPTED BY
GLEN EIRA CITY COUNCIL AT ITS COUNCIL MEETING ON 28 OCTOBER 2025.

MESSAGE FROM THE MAYOR



It is with great pride and optimism that I present the *Council Plan 2025–2029* a shared vision for a stronger, healthier and more inclusive community.

This *Plan* is the result of deep listening and collaboration. Our community has shared their hopes, challenges and aspirations for the future and we've listened. From these conversations, and guided by our *Glen Eira 2040 Community Vision*, we have developed a plan that speaks to what matters most: connection, wellbeing, inclusion and sustainability.

This *Plan* is also unique in that, for the first time, it fully integrates our health and wellbeing priorities. It recognises that how we live — the places we gather, how we get around, the opportunities we have to participate and belong — all shape our health, wellbeing and our sense of community. We've heard from young people, older adults, carers, new migrants, and those who often go unheard. All their voices are woven throughout this *Plan*.

Over the next four years, we'll focus on:

- > building a community where everyone feels safe, welcome and connected
- > creating accessible, vibrant places that support inclusion and participation
- > taking climate action and protecting our environment for future generations and
- > ensuring we remain trusted, innovative and financially responsible.

Our goal is simple: to make Glen Eira a place where everyone has a good quality of life and the opportunity to thrive.

Thank you to everyone who contributed to this *Plan* — your insight and experience make Glen Eira a better place. I look forward to working alongside you to turn our shared vision into action.

Cr Simone Zmood

Mayor, City of Glen Eira



FOREWORD

FROM THE CHIEF EXECUTIVE OFFICER

Our *Council Plan 2025–2029* sets a clear strategic direction for how we will serve our community over the next four years.

This *Plan* is not just about what we will do — it's about how we will deliver it. With the integration of our *Municipal Public Health and Wellbeing Plan*, we are embedding health, wellbeing, equity and inclusion into the core of our service delivery, infrastructure planning, regulatory functions and advocacy efforts.

Our focus is on outcomes that matter. That means aligning our systems, budgets and workforce with the strategic directions we set which are informed by our community:

- > We will improve service quality and responsiveness to meet changing community needs.
- > We will invest in smart technology, workforce capability and financial sustainability.
- > We will strengthen our partnerships — with government, business, and local organisations — to leverage impact and avoid duplication.
- > We will be proactive in responding to emerging risks, from climate change to digital transformation.

Importantly, we will continue to monitor and evaluate our progress through clear reporting mechanisms, ensuring accountability and transparency. Our *Integrated Planning and Reporting Framework* enables us to stay connected across all levels of the organisation, from day-to-day service delivery to long-term strategy.

Thank you to our Councillors for their leadership, to our community for their engagement and to our dedicated staff who bring this *Plan* to life every day. Together, we are building a Council — and a City — that is resilient, innovative and ready for the future.

Lucy Roffey

Chief Executive Officer

INTRODUCTION

Our strategic plans all work toward our
Glen Eira 2040 Community Vision:

*A thriving, and empowered
community working together for an
inclusive and sustainable future.*

Whether we're planning for health and wellbeing, managing assets, responding to climate change or supporting our growing population, our role is to help shape a future where people and place can flourish together.

This introduction provides context for all our strategic documents — connecting our shared vision, values and planning approach across the organisation.

The purpose of this *Council Plan* is for our elected Councillors to establish the strategic directions and strategic objectives for the next four years, including our priorities for community services, facilities and infrastructure. It guides all our major decisions regarding the services we provide and the projects and initiatives we will deliver.

Our *Council Plan* is shaped by extensive and deliberative community engagement and by our *Glen Eira 2040 Community Vision*, which describes our community values and what they aspire to for the future of Glen Eira.



WHO WE ARE AND WHAT WE DO



WHO WE ARE AND WHAT WE DO

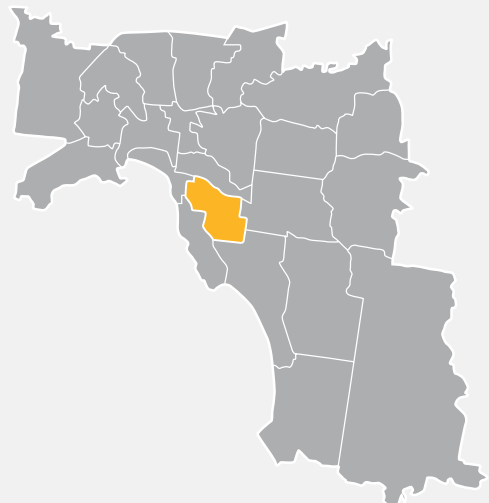
Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD and covers 39 square kilometres. We're a proudly diverse municipality, home to more than 161,000 people, with a rich mix of cultural backgrounds, life experiences and community connections. The area rests on the traditional lands of the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation.

Our suburbs include Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena and Ormond, and parts of the suburbs of Brighton East and St Kilda East — each with their own unique identity and local character.

Our place-based approach

Our City is made up of many communities, each with its own strengths, challenges and priorities. That's why we take a place-based approach in our planning. This means engaging with people locally, understanding the unique character of each neighbourhood, and delivering solutions that reflect community needs on the ground.

This approach is essential for ensuring our work is inclusive, meaningful and effective across all parts of Glen Eira.



THE GLEN EIRA COMMUNITY

POPULATION AND CULTURE



Residents in 2024

161,057



Households²

59,792



Residents of Aboriginal and
Torres Strait Islander Heritage²

411



Residents needing daily assistance
due to disabilities

4.8%

59 per cent female,
41 per cent male²



Adults identify as LGBTIQA+

14.1%

compared to 11 per cent
across Victoria²



Residents projected to grow to

196,788

by 2045¹



Different cultural backgrounds²

120+



Over one-third of residents were
born overseas²

55,038



Glen Eira is home to the largest
Jewish community in Victoria

54.9%

of the Victorian Jewish population
call Glen Eira home²



Languages spoken other than
English.² The most common
languages spoken at home are:

Mandarin 5.6%

Greek 3.6%

Russian 3.1%

Hebrew 2.1%

Hindi 1.2%



Most common countries of birth
outside Australia²

1. **China** 4.5%

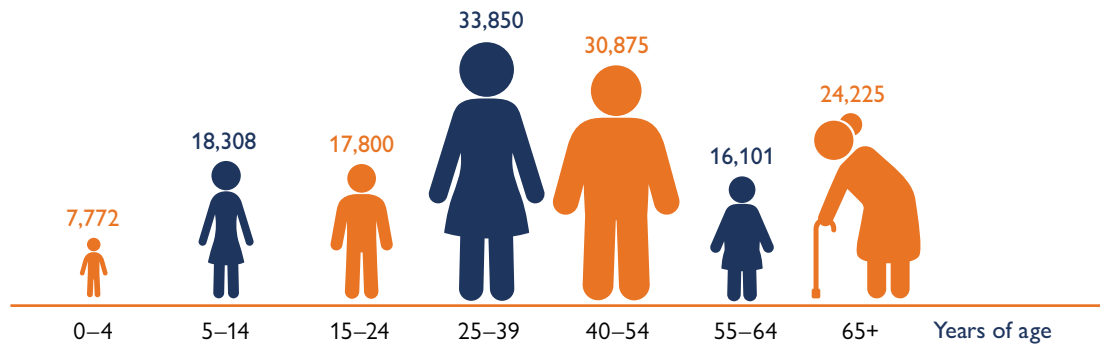
2. **India** 4.4%

3. **England** 3.3%

4. **South Africa** 2.4%

5. **Israel** 1.5%

1 Population forecast forecast.id.com.au, ProfileID – ABS ERP 2024, 2 and Australian Bureau of Statistics (2021 census) abs.gov.au

AGE²

EMPLOYMENT AND EDUCATION

Employed residents²**90,000+**Year 12 completion rate²**75.4%**compared to 64.3 per cent
across Greater MelbourneUnemployment rate²**4.2%**compared to 5.3 per cent across
Greater Melbourne

OUR PLACES



7 major activity centres



11 neighbourhood centres



36 local centres



17,000+
Local businesses



48,000
Local jobs



76%
of residents have regular public
transport access within 400 metres³



868 km
of footpaths



9 km
of bike and shared paths



186 hectares
of parks, reserves, sporting grounds
and car parks



76
Open space reserves



48
Playgrounds



73
Sports clubs



3
Council run leisure facilities

HEALTHCARE AND EDUCATION



Hospitals

4Council run maternal
and child health centres**7**

Schools

39

Universities

1

Council run library branches

4Bentleigh
Caulfield
Carnegie
Elsternwick

SUSTAINABILITY AND CIRCULAR ECONOMY



Tree canopy cover

12.5%Average kilograms of landfill waste per
household per quarter**90
kilograms**Kerbside municipal waste diverted
annually from landfill**30,720
tonnes**

E-waste collected annually

**1.14
tonnes**Food and garden organics
collected annually**19,000
tonnes**

WHAT WE DO

Our services

3 programs, 31 services, 120 subservices



Our Council

The enabling services that are needed to run the organisation and connect you to our services.

- Council decisions
- Council news and information
- Our organisation
- Venue management and hire
- Your enquiries and requests
- Your rates



Our Community

People-focused services that promote health, wellbeing and participation.

- Business community
- Children's services
- Community support
- Culture and celebration
- Glen Eira Leisure
- Immunisations
- Glen Eira Libraries
- Maternal and child health
- Pets and animals
- Public health and safety
- Residential aged care
- Respect, equity and inclusion
- Seniors' support
- Youth services



Our City

The services that maintain our places and spaces.

- Building and town planning
- Climate action
- Drains and water management
- Parking
- Parks and sports grounds
- Road and transport infrastructure
- Rubbish and recycling
- Strategic place planning
- Street and shopping centre amenity
- Transport strategy and education
- Trees and plants

OUR ROLE

As a Council, our role is broad. We:



Deliver services that support the health, wellbeing and everyday needs of our residents



Maintain public assets and infrastructure — including parks, roads, footpaths and community facilities



Plan and regulate the built environment, ensuring development supports community needs and sustainability goals



Work in partnership with community groups, service providers and other levels of government



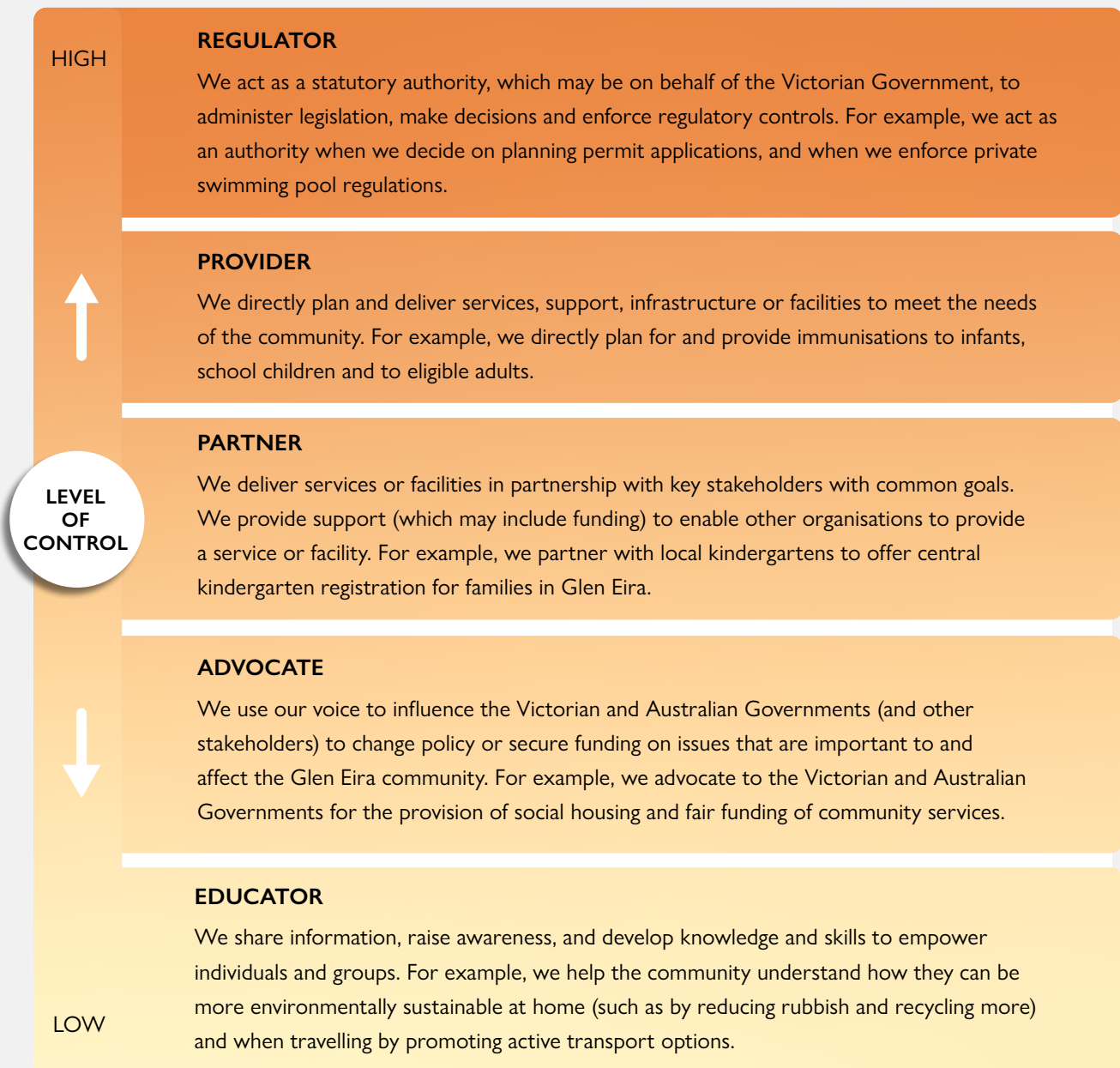
Advocate on behalf of our community to influence decisions and secure resources



Inform and empower our residents to make decisions that benefit them and their communities

OUR ROLE

Although we directly provide many services and community facilities, we also have other roles to play. These roles inform how we approach our strategic priorities.

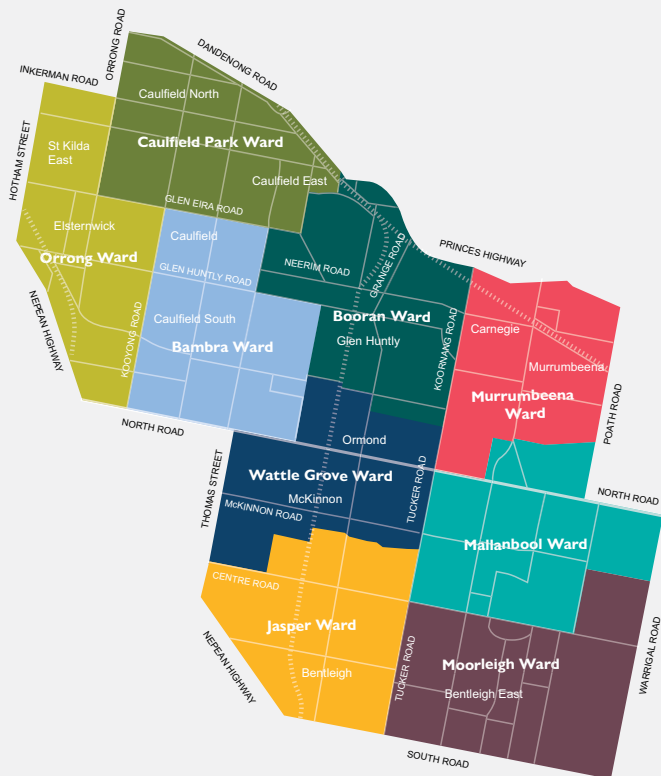


GLEN EIRA CITY COUNCIL

Our Councillors and Wards

Glen Eira is divided into nine wards (Bambra, Booran, Caulfield Park, Jasper, Mallanbool, Moorleigh, Murrumbeena, Orrong and Wattle Grove).

Each Ward is represented by one elected Councillor. At the council election on 26 October 2024 the following were elected as councillors to represent each Ward:



Bambra Ward
Cr Margaret Esakoff
M: 0407 831 893
E: MEsakoff@gleneira.vic.gov.au



Booran Ward
Cr Jane Karlake
M: 0403 249 841
E: JKarlake@gleneira.vic.gov.au



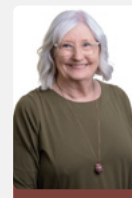
Caulfield Park Ward
Cr Sam Parasol
M: 0466 372 822
E: SParasol@gleneira.vic.gov.au



Jasper Ward
Cr Arabella Daniel
M: 0418 124 091
E: ADaniel@gleneira.vic.gov.au



Mallanbool Ward
Cr Kimberley Young
M: 0467 312 854
E: KYoung@gleneira.vic.gov.au



Moorleigh Ward
Cr Kay Rimbaldo
M: 0482 838 711
E: KRimbaldo@gleneira.vic.gov.au



Murrumbeena Ward
Cr Luca Ragni
Deputy Mayor
M: 0419 525 263
E: LRagni@gleneira.vic.gov.au



Orrong Ward
Cr Simone Zmood
Mayor
M: 0466 469 776
E: SZmood@gleneira.vic.gov.au



Wattle Grove Ward
Cr Li Zhang
M: 0499 357 262
E: LZhang@gleneira.vic.gov.au

GLEN EIRA 2040 COMMUNITY VISION

Our [Community Vision](#) describes what our residents and ratepayers aspire to for the future of Glen Eira. It captures what community members most value about our community and sets out the future vision and aspirations for the community for at least the next 10 years.

Our Glen Eira:

***A thriving and empowered community working together
for an inclusive and sustainable future.***

PRINCIPLE	DESCRIPTION
1 We work together	We will always work together in collaboration with Glen Eira residents to ensure fair and equitable decision-making.
2 Planning for community resilience	Our Glen Eira must be adaptable to address social, natural, economic and environmental futures, in particular climate change.
3 Inclusive and healthy community	All members of our Glen Eira community feel a strong sense of belonging and feel safe with equitable access to all public resources.
4 Maximise and diversify our green and natural spaces	Preserve, regenerate and maximise green and natural spaces and develop connected green areas across our boundaries (in both private and public spaces), in consultation with First Nations peoples.
5 We are proactive in meeting challenges and innovate using evidence-based methods	Finding innovative, effective and creative solutions in advance to support long-term, monitored sustainability and the wellbeing of the community.
6 Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression	Commitment to facilities and spaces being available and accessible to all ages and abilities to express themselves creatively and freely. Celebrating the artistic and cultural diversity in our community including the evolving cultural values and established traditions of our First Nations peoples.

HOW WE PLAN

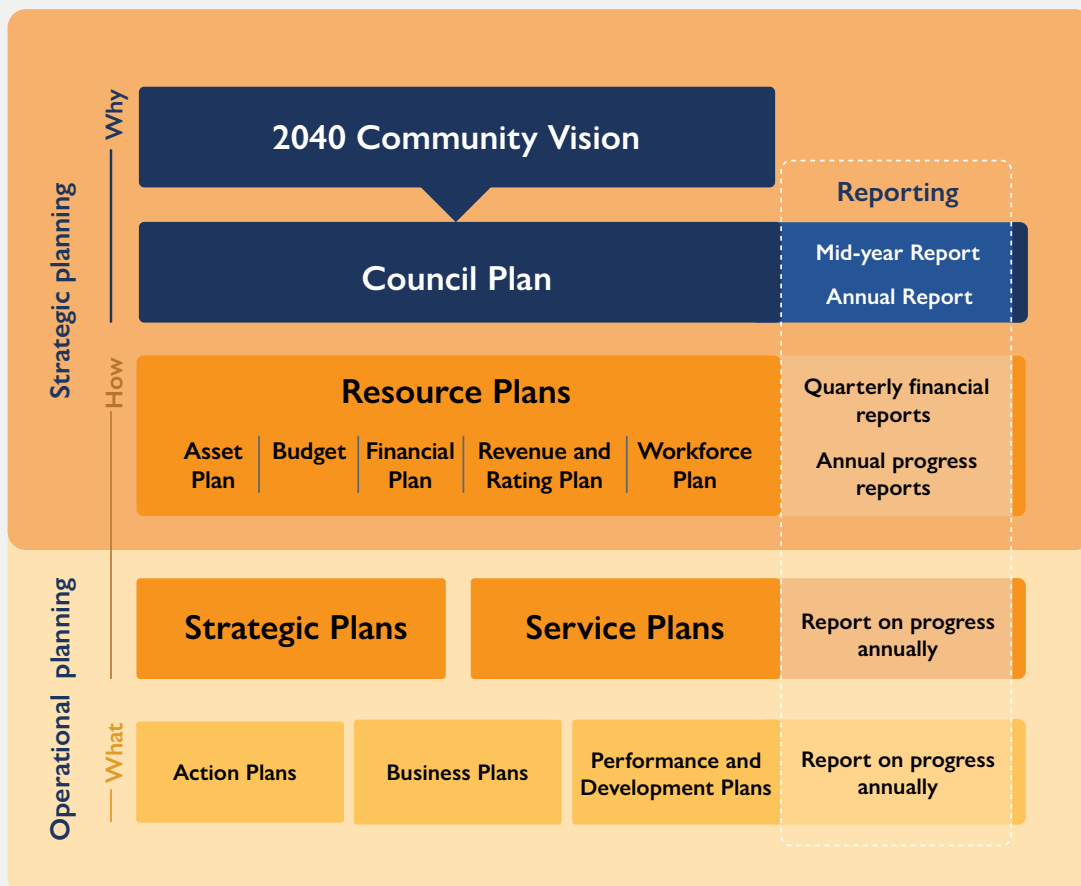


Fig1: Integrated Planning and Reporting Framework

We take an integrated approach to planning, guided by our *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most — inclusivity, sustainability, wellbeing, creativity and connectedness — and what people want Glen Eira to become over time.

Our *Integrated Planning and Reporting Framework* also guides our work and ensures all our strategies and plans align to our *Vision* and to this *Council Plan 2025–2029*.

Our resourcing strategies provide detail on the financial

resources (*Financial Plan, Budget*), physical assets (*Asset Plan*) and employees (*Workforce Plan*) we need to keep delivering essential services and work towards achieving our strategic objectives. This means our strategic plans connect and support each other. They are all part of a shared commitment to delivering meaningful outcomes for our community.

This *Plan* also addresses legal requirements that all councils must comply with. For details on these see *Appendix C: Relevant Legislation*.

All our strategies share a common foundation: they are shaped by community values, built on strong evidence, and guided by a long-term vision for a more inclusive, sustainable and connected future. We know that effective planning must also be:

- > informed by our community — shaped by what matters most to our residents and stakeholders
- > evidence-based — drawing on data, research and expert insight
- > place-based — tailored to the diverse needs and identities of local communities across Glen Eira
- > resource-focused — aligned to available budgets, assets, and workforce capability
- > adaptable — ready to respond to emerging risks, challenges and opportunities

These principles guide how we approach every strategic plan — whether it's about climate, assets, biodiversity or finance.

All our plans are living documents — regularly reviewed and updated to reflect changing conditions, emerging evidence, and what we continue to learn through engagement and delivery.

Staying accountable

We are committed to being transparent about our progress and staying connected to our community's needs. Each year, we set specific actions, measure our impact, and report back to the community through our mid-year report, and *Annual Report*.

Our *Annual Report* will contain the results of the strategic indicators set in this *Plan*, and updates on how we have progressed in delivering the actions from our *Council Plan Annual Action Plan*.

We also commit to reporting transparently on all strategic plans we adopt, where more detailed performance information on subjects that matter to the community are outlined. We will continue to evolve our approach and develop strategic indicators and metrics to ensure we can accurately measure and share our performance.

Our results aren't just buried in reports. Throughout the year we provide insights that are relatable and engaging through compelling storytelling using real-life examples through *Glen Eira News*, our website and social media to ensure we keep our community informed.



OUR ENGAGEMENT APPROACH

Our future planning is built on meaningful engagement with our community. Over a 12-month period in 2024, we had our largest ever conversation with the Glen Eira community through a dedicated engagement program called *Our Place, Our Plan (OPOP)*.

This integrated, multi-phased program invited residents, stakeholders and partners to help shape the future of our City. The engagement took a place-based lens to ensure local voices were heard in local contexts.

We connected with the community and our partners through a range of activities — both online and face-to-face — including pop-ups, drop-in sessions, focus groups, intercept surveys, interviews and stakeholder workshops. The engagement was designed to reach people across

all Glen Eira suburbs and demographic groups, with targeted efforts to involve children and young people, people with disability, multicultural communities and other underrepresented groups.

A key component of this process was the establishment of a representative Community Priorities Panel — a deliberative citizen panel of 39 residents who worked together to provide us with informed recommendations on the priorities that matter most.

Each phase of engagement gathered insights on community values, needs and aspirations — helping us understand what outcomes people want to see over the next four years. These insights directly informed the development of this *Plan* and our strategic priorities.

Reports from all engagement phases are available at haveyoursaygleneira.com.au/OPOP





OUR STRATEGIC DIRECTIONS FOR 2025–2029



OUR STRATEGIC DIRECTIONS FOR 2025–2029



Community safety, cohesion,
health and wellbeing



Diverse, welcoming and
accessible places



Environmental
stewardship



Innovative and
financially sustainable

Under each strategic direction we set:

- > **Strategic objectives** — the goals we want to achieve
- > **Strategic priorities** — that will guide the initiatives that contribute to achieving our objectives
- > **Strategic indicators** — how we will measure our progress

HEALTH AND WELLBEING IN GLEN EIRA

We play a key role in enhancing the health and wellbeing of the local community.

Our municipal public health and wellbeing planning is integrated with the *Council Plan*. We have done this to elevate our commitment to health and wellbeing and ensure we put planning for the health and wellbeing of our community at the heart of what we do.

This *Plan* has been developed with consideration of our Municipal Strategic Statement, ensuring alignment between long-term land use, urban development, and the health and wellbeing priorities of our community.

Our health and wellbeing priorities

To identify the health and wellbeing priorities of most importance to our community, we undertook extensive community and stakeholder engagement as well as a thorough review of our existing strategies, local health and social data, community insights and relevant legislation, particularly the *Victorian Public Health and Wellbeing Plan 2023–2027*.

A summary of the health status and health determinants of our residents in Glen Eira, can be found [here](#).

This process ensures the health and wellbeing needs of the community are met with evidence-based strategies. By focusing on these key areas, we can have confidence that our strategic planning effectively addresses the health and wellbeing needs of our residents.

The five health and wellbeing focus areas for the next four years have been identified as:

1. PREVENTING ALL FORMS OF VIOLENCE

Building a community-wide approach to addressing community, family, sexual and gender-based violence by advancing a culture of safety respect, and equality.



70%

of individuals affected by family violence are female⁴



PEOPLE AGED 35 to 44

are the most affected age group⁴



216 children

(0–17 years) were involved in incidents in 2024⁴

⁴ Crime Statistics Agency crimestatistics.vic.gov.au

2. INCREASING ACTIVE LIVING

Increase active living and movement in daily life by supporting recreational opportunities and environments that encourage active lifestyles.



ONLY 37%

of adults in Glen Eira meet recommended physical activity guidelines⁵



7+ SITTING HOURS PER DAY

41.6 per cent of residents sit for more than seven hours a day, compared to 32.6 per cent in Victoria⁵

3. IMPROVING WELLBEING

Promoting mental health, encouraging social connections and creating a safe and respectful community culture.



16.9%

of residents experience high psychological distress⁵



21%

of residents sought professional mental health support in the past year⁵



27.3%

of our households² are one-person homes

4. REDUCING HARM

Reducing the negative impacts associated with tobacco, vaping, gambling, alcohol and other substance use.



7.2% SMOKERS

7.2 per cent of Glen Eira adults are daily smokers⁶



5.8% VAPE REGULARLY

5.8 per cent of Glen Eira adults vape regularly⁶



9.4% HIGH RISK DRINKERS

9.4 per cent drink alcohol at high-risk levels⁵



\$71.8 MILLION LOST TO GAMBLING

via Electronic Gaming Machines in 2023–2024⁷

5 2023 Victorian Population Health Survey (Early release data)
discover.data.vic.gov.au

6 Victorian Smoking and Health Survey, Cancer Council cancervic.org.au

7 Victorian Gambling and Casino Control Commission vgccc.vic.gov.au

5. ADDRESSING THE HEALTH IMPACTS OF CLIMATE CHANGE

Developing a resilient community that is adapting to the health impacts of climate change.



ONLY 4.4% OF OPEN SPACE

Glen Eira has the lowest public open space in metropolitan Melbourne



8–12°C WARMER

Urban heat zones are 8–12°C warmer than non-urban areas⁸



VULNERABLE GROUPS

Elderly, children, people with chronic illness⁹

While the focus areas outlined above represent the key priorities for Glen Eira over the next four years, we acknowledge that other important health and wellbeing issues may emerge or gain prominence over time.

We will remain responsive and flexible to community needs and are committed to monitoring local data, listening to community insights and adjusting our priorities and actions accordingly. This ensures we are able to respond effectively to emerging issues, opportunities and challenges as they arise.

⁸ Greening Melbourne interactive map planning.vic.gov.au

⁹ Sweltering Cities. (n.d.). Climate change & heatwaves swelteringcities.org



Integrating our health and wellbeing priorities

Health and wellbeing are central to every aspect of our work — not just in this *Plan*, but across all our strategic planning. Access to green spaces, environment, housing, transport, safety, and social inclusion all shape people's wellbeing.

That's why every strategic plan considers the impact it will have on community health, wellbeing, equity and inclusion. We work closely with community organisations, local Traditional Owners, health services and other partners to make sure our strategies promote fairness, opportunity and long-term wellbeing for all.

Working in partnership

We recognise that achieving meaningful health and wellbeing outcomes for our community requires strong, sustained partnerships with key agencies and community groups.

While our obligations under the *Public Health and Wellbeing Act 2008* mandate collaboration, our commitment goes beyond compliance. We understand that by aligning our efforts and resources, we can deliver greater impact, more efficiently. We play a vital role in connecting, supporting, advocating for, and resourcing initiatives that align with shared goals.

We have actively engaged our partners to validate the data and insights that informed this *Plan*, explore strategic alignment, anticipate sector changes, and gather local stories that illustrate our findings.

This collaborative approach will continue throughout the life of the *Plan*, as we maintain open communication, co-design initiatives, and refine actions in response to emerging needs. Our key partners are noted throughout the strategic directions of this *Plan*, reflecting our shared commitment to a healthier community.

Throughout this *Plan*, you'll find the ♥ icon, which highlights items that contribute to addressing our health and wellbeing priorities. In our other relevant plans, strategies and guiding documents, you'll find the ♥ icon identifying items that support our health and wellbeing priorities.



Throughout this *Plan*, you'll find the 🔑 icon, which highlights items that contribute to reducing barriers that may limit people with a disability (non-visible and visible) from accessing goods, services or employment or from participating in community life. In our other relevant plans, strategies and guiding documents, you'll find the 🔑 icon identifying items that support the inclusion of people with disabilities.

An inclusive community

We believe that a truly vibrant and resilient community is one where everyone feels seen, heard and valued. Inclusion is at the heart of our *Community Vision* — and we deliver on this not as a single initiative, but as a guiding principle embedded across all aspects of our planning, services and civic life.

Through a strengths-based, life-stage and intersectional approach, we are committed to creating environments that create participation, wellbeing and dignity for all. We will bring our inclusive vision to life with targeted actions and partnerships that support First Nations peoples, people with disabilities (non-visible and visible), LGBTIQ+ communities, multicultural residents and others who experience systemic disadvantage.

“Our services are designed to be universally accessible while also responsive to those who face systemic disadvantage, discrimination, or marginalisation.”

Our approach to inclusion and equity

Our services are designed to be universally accessible while also responsive to those who face systemic disadvantage, discrimination, or marginalisation.

Inclusion is not one-size-fits-all. As we implement this *Plan*, we take a life-stage approach, recognising that people’s needs change over time. We focus on key life stages:

- early childhood and middle years (0–11)
- adolescence and early adulthood (12–24)
- adulthood (25–59)
- older adulthood (60+)

We also apply an intersectional lens — recognising that people’s experiences are shaped by multiple, overlapping factors such as race, culture, gender, ability, age, sexuality, and socio-economic status. This approach ensures our planning, service delivery, and advocacy are grounded in the lived experiences of those most impacted by exclusion.

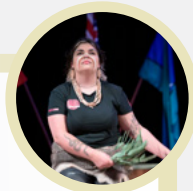
Putting inclusion into practice

We recognise that not everyone starts from the same place or has equal access to the resources they need to thrive. We also recognise the diverse nature of our community. Inclusion means ensuring everyone has the opportunity to participate fully in civic life, with services and supports tailored to meet diverse needs and experiences.

First Nations peoples:

We honour the enduring connection of First Nations peoples to Country and are committed to walking alongside Traditional Owners and Aboriginal and Torres Strait Islander communities in the spirit of truth, respect and self-determination.

We work in partnership with Aboriginal organisations and community members to ensure our services, spaces and programs are culturally safe, inclusive and reflective of First Nations voices and values. Guided by our *Reconciliation Action Plan*, we support initiatives that celebrate culture, promote reconciliation and strengthen community leadership, while continuing to listen, learn and act to address systemic inequities.



People with disabilities:

We are committed to building a City where people of all abilities can participate fully and equally. This includes accessible infrastructure, inclusive communication, and co-designed services that reflect lived experience. We work alongside people with disabilities, carers, and advocacy groups to ensure our programs support independence, inclusion, and dignity. It is important to note that where we reference disability within the *Plan* we are considering people with both visible and non-visible disabilities.

Progress on disability inclusion will be tracked through annual reporting and reviewed as part of our broader performance monitoring. We are committed to embedding accountability measures aligned with our *Disability Action Plan* obligations under section 38 of the *Disability Act 2006* (Vic).

These reports are available on our website at www.gleneira.vic.gov.au/about-council/our-performance



LGBTIQA+ communities:

Glen Eira is a place where LGBTIQA+ people are valued, visible and safe. We work in partnership with LGBTIQA+ communities to create inclusive policies, services and spaces that affirm diverse identities and experiences.

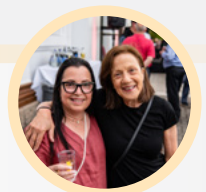
Through support for inclusive service provision and events, visibility campaigns and safe spaces, we foster belonging and connection. We also recognise the unique challenges faced by LGBTIQA+ individuals and provide targeted support to promote wellbeing, equity and full participation in community life.



Multicultural communities:

Glen Eira is home to a vibrant mix of cultures, languages and faiths. We are committed to creating a city where everyone feels welcome, culturally safe, respected and able to participate fully in community life.

Our services are designed to be culturally inclusive, with multilingual resources, support for cultural events and strong partnerships with local multicultural and faith-based organisations. We also provide targeted support for migrants, refugees and people seeking asylum to help them access services, build connections and thrive in Glen Eira.



Embedding inclusion and equity in everything we do

We are committed to building a community where every person — regardless of ability, age, gender, sexuality, culture or identity — can thrive.

Our vision of inclusion is not limited to meeting legislative obligations under the *Gender Equality Act 2020*, *Disability Discrimination Act 1992*, the *Disability Act 2006* and the *Victorian Charter of Human Rights and Responsibilities Act 2006*. It is about actively shaping a city that is welcoming, accessible and equitable for all.

We commit to undertaking Gender Impact Assessments for policies, programs and services with a direct and significant public impact, in alignment with the *Gender Equality Act 2020* (Vic), to ensure inclusive, equitable outcomes for all community members.

Our vision of inclusion is about actively shaping a city that is welcoming, accessible and equitable for all.





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.





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

We're committed to creating a safe and inclusive community by working with our community, local health services, and partner organisations to tackle the issues that matter most — like preventing family violence, combatting antisemitism and all other forms of racism, promoting healthy eating and active living, and addressing the health impacts of climate change.

We will support the health and wellbeing of people at every stage of life, with extra care for those who are often overlooked — people with disabilities (non-visible and visible), those facing challenges, and people from culturally diverse backgrounds. Everyone deserves to feel valued, included and supported.

We also know that arts and culture play a big role in how connected we feel to each other. Through inclusive programs and vibrant events, we'll celebrate our diversity and create opportunities to build respect, understanding and belonging across our whole community.

We will focus on achieving the following **strategic objectives** so that:

1.1

Our community feels safer

1.2

Our vibrant arts and culture programs strengthen the cohesion of our community

1.3

Our community has a strong sense of connection and belonging

1.4

Our community has improved physical and mental health and wellbeing

1.5

Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health

This strategic direction links to the following **Community Vision** priorities:

3. Inclusive and healthy community	All members of our Glen Eira community feel a strong sense of belonging and feel safe with equitable access to all public resources.
6. Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression	Commitment to facilities and spaces being available and accessible to all ages and abilities to express themselves creatively and freely. Celebrating the artistic and cultural diversity in our community including the evolving cultural values and established traditions of our First Nations peoples.

Our roles



Regulator: Enforcing public health standards, food safety regulations and local laws that protect community health, safety and wellbeing. Regulating activities that may impact community safety, such as noise, overcrowding, and unsafe housing.



Provider: Delivering and supporting programs, services, events and infrastructure that promote safety, wellbeing, social connection and active lifestyles. This includes mental health initiatives, violence prevention efforts, inclusive arts and cultural programming, and recreational opportunities that encourage healthy living.



Partner: Collaborating with a broad range of partners including Victoria Police, community health providers, sports clubs, cultural groups and Traditional Owners to ensure coordinated responses to safety, inclusion and wellbeing.



Advocate: Advocating to the Victorian and Australian Governments for investment in health, safety and wellbeing initiatives, including mental health services, arts and cultural infrastructure, active transport and violence prevention, as well as policy change for e-Transport.



Educator: Raising awareness and building community capacity through campaigns and initiatives that promote respectful relationships, cultural understanding, healthy behaviours and a strong sense of belonging.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Community health services
- Community Security Group
- Disability support providers
- Emergency Services
- Family violence support services
- Hatzolah
- Multicultural groups and organisations
- Neighbourhood Houses
- Neighbourhood Watch
- Peninsula Community Legal Centre
- Senior Citizens Clubs
- Schools and adult education centres
- South East Public Health Unit
- Specialist health services
- Traditional Owner groups
- Victorian Department of Health (DH) and other DH-funded programs and services
- Victorian Department of Justice and Community Safety
- Monash University and other tertiary institutions
- Neighbouring councils
- Victoria Police
- Women's Health in the South East

As part of our ongoing commitment to engaging with our community, we will establish a Community Advisory Committee to focus on this strategic direction and provide ongoing advice and feedback to us throughout the life of this *Plan*.

Services

We are committed to providing equitable access to services and opportunities for everyone. Our approach is guided by the principles of accessibility and inclusivity, ensuring all community members can participate fully in community life.

Our efforts will include engaging with diverse community groups to inform our planning and decision-making processes, ensuring the voices of people of all abilities and backgrounds are heard and considered.

The following services we deliver support this strategic direction:

- Children's services
- Community support 
- Culture and celebration
- Glen Eira Leisure 
- Immunisations
- Glen Eira Libraries
- Maternal and child health
- Pets and animals
- Public health and safety
- Seniors support
- Residential aged care
- Respect, equity and inclusion 
- Youth services



Strategies, plans and guiding documents

The following strategies, plans and **guiding documents support the delivery of this strategic direction:**

STRATEGIC OBJECTIVE	STRATEGY OR GUIDING DOCUMENT	DATE ADOPTED
1.1 Our community feels safer	<i>Council Plan Annual Action Plan</i>	To be adopted annually
1.2 Our vibrant arts and culture programs strengthen the cohesion of our community	<i>Reconciliation Action Plan</i>	Pending approval
	<i>Council Plan Annual Action Plan</i>	To be adopted annually
1.3 Our community has a strong sense of connection and belonging	<i>Reconciliation Action Plan</i>	Pending approval
	<i>Council Plan Annual Action Plan</i>	To be adopted annually
1.4 Our community has improved physical and mental health and wellbeing	<i>Walking and Accessibility Action Plan 2019–2024</i>	December 2019
	<i>Glen Eira Active Recreation Action Plan 2021</i>	July 2021
	<i>Glen Eira Tennis Strategy</i>	November 2018
	<i>Glen Eira City Council Fair Access Action Plan 2024–2028</i>	September 2024
	<i>Integrated Transport Strategy 2018–2031 (2024 refresh)</i>	June 2024
	<i>Climate Emergency Response Strategy 2025–2029</i>	October 2025
	<i>Biodiversity Plan 2024</i>	June 2025
1.5 Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health	<i>Council Plan Annual Action Plan</i>	To be adopted annually

Our policies

The following documents provide direction or guidance for this priority:

- > *Child Safeguarding Policy*
- > *Community Grants Policy*
- > *Disability Support Policy*
- > *Food Safety Management and Public Health Protection Policy*
- > *Independent Living Units for Older Persons Policy*
- > *Prevention of Family Violence and Violence Against Women Policy*
- > *Prevention of Harm from Gambling Policy*
- > *Residential Care Services for Older Persons Policy*
- > *Rooming House Policy*
- > *Volunteer Recognition Policy*

Strategic objective 1.1:

Our community feels safer

Why is this important to us?

Creating a community where people feel safe is essential to improving quality of life, supporting inclusion and encouraging people to participate fully in local life. Through *Our Place, Our Plan*, we heard that safety is a top concern — 46 per cent of survey respondents prioritised enhancing community safety, and 81 per cent said preventing all forms of violence should be a high priority.

While Glen Eira is already one of Victoria's safest municipalities, we know that feeling safe is just as important as being safe. That's why we work closely with local partners to address the causes of violence, design welcoming public spaces and support those most at risk — so everyone in our community can feel secure, connected and confident in their daily lives.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase feeling safe in Glen Eira during the day ¹⁰
- Increase feeling safe in Glen Eira after dark ¹⁰

♥ How this objective supports our health and wellbeing priorities

✓ Preventing all forms of violence

Increased active living

✓ Improving wellbeing

✓ Reducing harm

✓ Climate change and health

Preventing all forms of violence, including community, family and gender-based violence is essential to improving emotional and cultural safety and reducing trauma. Reducing harm from substances such as alcohol, tobacco, and gambling also contributes to public safety by lowering the incidence of violence and injury. A safe and resilient environment supports mental health, encourages participation in community life, and reduces the disproportionate impacts of climate change — particularly on vulnerable groups such as children, older adults, and those with chronic illness, and low-income households.

¹⁰ Community Satisfaction Survey 2025 glenaira.vic.gov.au/about-council

Strategic objective 1.2:

Our vibrant arts and culture programs strengthen the cohesion of our community

Why is this important to us?

Arts and cultural events play an important role in bringing us together and building pride in our community. With 37 per cent of people in Glen Eira born overseas, these events help celebrate our diversity and create opportunities to connect across cultures. Through *Our Place, Our Plan*, many of you told us you want more festivals and events that bring us all together — 31 per cent of survey respondents said these activities help strengthen community connections.

By supporting vibrant arts and culture programs, we're not just creating fun and memorable experiences — we're also enhancing everyone's quality of life, making Glen Eira a welcoming and lively place where people feel connected and included.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase community satisfaction with community and cultural activities ¹⁰
- Maintain or increase community satisfaction with arts centres and libraries ¹⁰

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

Increased active living

✓ Improving wellbeing

Reducing harm

Climate change and health

Engagement in arts and cultural events supports emotional wellbeing, community pride and connection. It also provides inclusive platforms for diverse cultural expression, promoting cross-cultural empathy and reducing social isolation.

Strategic objective 1.3:

Our community has a strong sense of connection and belonging

Why is this important to us?

Feeling connected to others is vital to our wellbeing. It helps reduce loneliness, supports mental health and builds a stronger, more caring community. Through *Our Place, Our Plan*, we heard that connection matters — 48 per cent of survey participants said helping people feel more connected should be our top health and wellbeing priority. One in three focused specifically on reducing loneliness and social isolation. With over a quarter of our residents living alone, and 14.1 per cent identifying as LGBTIQ+, it's clear that inclusive initiatives are more important than ever.

We're committed to listening to what you've told us — removing barriers to participation, improving access to our programs and spaces, and celebrating our diverse community — so that everyone feels welcome, valued and able to belong.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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 
- 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

How we will monitor our progress

Strategic indicators and targets:

- Increase opportunities to be active and involved in the community
- Maintain or increase quality of life in Glen Eira
- Maintain the number of community groups awarded grants ¹⁰

♥ How this objective supports our health and wellbeing priorities

✓ Preventing all forms of violence

Increased active living

✓ Improving wellbeing

Reducing harm

✓ Climate change and health

Promoting inclusion and social activity strengthens mental health and creates opportunities for connection, particularly for isolated or marginalised groups. A strong sense of belonging contributes to a culture of respect, which supports the prevention of violence and racism in community settings. Building inclusive and resilient communities also helps ensure vulnerable groups are supported in the face of climate-related stresses.

Strategic objective 1.4:

Our community has improved physical and mental health and wellbeing

Why is this important to us?

Supporting your health and wellbeing helps build resilience, stronger connections and a better quality of life — so everyone can take part fully in our community.

We also understand that things like housing pressures and the rising costs of living affect how well people are doing, and we're committed to raising awareness and working on these bigger issues alongside you. Through *Our Place, Our Plan* survey respondents highlighted the importance of active living, with 82 per cent and mental wellbeing, with 81 per cent as top priorities. Encouraging active transport options like walking and cycling not only boosts physical fitness but also enhances mental health and overall wellbeing across our community.

We know that while many in Glen Eira enjoy high life satisfaction and long-life expectancy, some still face challenges — like mental health hospital admissions and higher fall risks for older adults — and only 37 per cent of residents meeting physical activity guidelines. That's why we're focused on providing multi-use recreation spaces, quiet sensory-friendly areas, and making better use of our community assets to support both social and mental health needs — helping you live a healthier, fuller life.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase Glen Eira Leisure *Every Body Active* program attendances 
- Maintain or increase Glen Eira Leisure membership
- Decrease self-reported psychological distress ⁵
- Increase residents meeting physical activity guidelines

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

✓ Increased active living

✓ Improving wellbeing

✓ Reducing harm

✓ Climate change and health

Regular physical activity improves cardiovascular health, reduces stress, and enhances mood, while reducing harm from substances such as tobacco, alcohol, and gambling helps prevent chronic illness and supports recovery. Improving mental wellbeing enables individuals to participate more fully in community life, reducing isolation and fostering inclusion. Additionally, strengthening health and wellbeing enhances resilience to climate change impacts, such as heatwaves and extreme weather, which disproportionately affect vulnerable populations.

Strategic objective 1.5:

Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health

Why is this important to us?

Living a healthy life helps you feel better, stay active and avoid preventable illness or injury — and it's key to improving your overall quality of life.

By creating healthier environments and supporting informed choices, we can help everyone in our community thrive. Through *Our Place, Our Plan*, we heard from 51 per cent of respondents that healthy eating is a top health priority. We also heard that not everyone finds it easy to stay healthy, and there are growing concerns around vaping, high-risk alcohol use, gambling and rising sexually transmitted infection rates.

We're working to break down the barriers to healthy living by improving access to services, creating more opportunities to be active, and advocating for safer, more accessible transport options, including active transport. We also play an important role in preventing harm by promoting respectful relationships, advancing gender equity and addressing the drivers of gender-based violence.

We're putting these commitments into action by:

- > **promoting gender equity and respectful relationships** through primary prevention initiatives that address the root causes of family violence, including community education and active bystander programs
- > **supporting victims of family violence** by working with partners to improve access to culturally appropriate services, information, and programs that respond to their needs and promote safety.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- 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 or participation in programs over the life of the *Plan*

♥ How this objective supports our health and wellbeing priorities

- ✓ **Preventing all forms of violence**
Increased active living
- ✓ **Improving wellbeing**
- ✓ **Reducing harm**
- ✓ **Climate change and health**

Addressing the underlying drivers of gender-based violence, such as inequality and lack of access to support, strengthens community safety and promotes respectful relationships. Reducing harm from substances, such as tobacco, alcohol and vaping; and gambling is critical to preventing ill health and supporting recovery, particularly among vulnerable populations. Additionally, promoting sustainable living reduces environmental harm and supports long-term health by improving air quality, reducing urban heat, and encouraging climate-resilient behaviours.



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 CAFE, OR MOVING EASILY
THROUGH OUR STREETS — EVERY RESIDENT
SHOULD FEEL THAT THEY BELONG HERE.



STRATEGIC DIRECTION 2: DIVERSE, WELCOMING AND ACCESSIBLE PLACES



We'll continue to invest in green spaces, community facilities and activity centres that are safe, inclusive, and easy to access for all ages and abilities. From versatile open spaces to local libraries and shopping strips, we're making sure our spaces work for everyone, whatever their needs or stage of life.

Good design and thoughtful planning will also shape how we live and move. Council is committed to continuous improvement in public lighting, guided by community feedback, best practice, and innovation. By designing public, play and active transport spaces to consider thermal comfort and protection from both direct and indirect ultraviolet exposure we support safe and healthy use year-round.

We'll support housing that offers choice and suits the needs of our changing community, while respecting the unique character of our neighbourhoods. We're also improving connections — by foot, bike, bus or car — so people can get where they need to go safely and easily.

By making our places more inclusive, more usable and more connected, we're ensuring Glen Eira remains a great place to live, study, work and visit now and in the future.

We will focus on achieving the following **strategic objectives** so that:

2.1

Our green open spaces and community facilities are well used, well located and accessible

2.2

Our places are safe, healthy and versatile

2.3

Our vibrant and clean activity centres support a thriving local economy

2.4

Our places are well connected by a variety of transport options

2.5

We have diversified housing options while maintaining local neighbourhood character

This strategic direction links to the following **Community Vision** priorities:

2. Planning for community resilience	Glen Eira must be adaptable to address social, natural, economic and environmental impacts, in particular climate change.
3. Inclusive and healthy community	All members of our Glen Eira community feel a strong sense of belonging and feel safe with equitable access to all public resources.
4. Maximise and diversify our green and natural spaces	Preserve, regenerate and maximise green and natural spaces and develop connected green areas across our boundaries (in both private and public spaces), in consultation with First Nations peoples.
6. Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression	Commitment to facilities and spaces being available and accessible to all ages and abilities to express themselves creatively and freely. Celebrating the artistic and cultural diversity in our community including the evolving cultural values and established traditions of our First Nations peoples.

Our roles



Regulator: Shaping safe, inclusive and accessible places through planning controls, building regulations and local laws. Assessing development proposals to encourage alignment with neighbourhood character, accessibility standards and community needs. Regulating signage, parking, and the use of public spaces to support safety, amenity and equitable access.



Provider: Designing, delivering and maintaining high-quality parks, open spaces, community facilities, streetscapes, transport infrastructure and housing planning that are safe, inclusive and adaptable. Providing amenities and services that support active living, community connection and local economic vitality while preserving the unique character of our neighbourhoods.



Partner: Working collaboratively with community groups, local businesses, sporting clubs, cultural organisations, Traditional Owners, Victoria Police, Victorian Government agencies, transport providers and regional partners to activate spaces, improve access, enhance safety and strengthen the local economy.



Advocate: Championing the needs of our community by advocating to other levels of government for funding, infrastructure investment, transport improvements, affordable and diverse housing and policy reforms that promote inclusive, sustainable and thriving places.



Educator: Promoting the value of green spaces, local businesses, sustainable transport, safety, accessibility and neighbourhood character through community campaigns, programs, engagement and information sharing, empowering residents and businesses to contribute to a welcoming and liveable Glen Eira.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Caulfield Racecourse Reserve Trust
- Community Safety Committee
- Local schools
- Melbourne Racing Club
- Traditional owner groups
- Victoria Police
- Victorian Government Department of Transport and Planning

As part of our ongoing commitment to engaging with our community, we will establish a Community Advisory Committee to focus on this strategic direction and provide ongoing advice and feedback to us throughout the life of this *Plan*.



Services

In line with our commitment to inclusivity, we will ensure all public spaces and facilities are designed to accommodate people of all abilities and backgrounds. This includes implementing universal design principles and making necessary modifications to existing infrastructure to remove barriers to access for everyone.

We will actively engage with diverse community groups to ensure the design and development of public spaces and facilities meet the varied needs of our community. This engagement will inform our planning and decision-making processes, ensuring the voices of people of all abilities and backgrounds are heard and considered.

The following services we deliver support this strategic direction:

- Business community
- Building and town planning
- Parking 
- Parks and sports grounds 
- Road and transport infrastructure
- Street and shopping centre amenity
- Strategic place planning
- Transport strategy and education 
- Venue management and hire



Strategies, plans and guiding documents

The following strategies, plans and **guiding documents support the delivery of this strategic direction:**

STRATEGIC OBJECTIVE	STRATEGY OR GUIDING DOCUMENT	DATE ADOPTED
2.1 Our green open spaces and community facilities are well used, well located and accessible	<i>Open Space Strategy (refresh)</i>	June 2020
	<i>Public Toilet Plan 2022–2027</i>	August 2022
	<i>Strategic Property Plan 2025–2030</i>	June 2025
	<i>Asset Plan 2025–2035</i>	October 2025
	<i>Pavilion Redevelopment Strategy 2017</i>	July 2017
	<i>Fair Access Action Plan 2024–2028</i>	September 2024
	<i>Property Strategy — July 2021</i>	August 2021
	<i>Biodiversity Plan 2024</i>	June 2025
2.2 Our places are safe, healthy and versatile	<i>Better Streets, Better Places 2023–2033</i>	November 2023
	<i>Public Toilet Plan 2022–2027</i>	August 2022
	<i>Active Recreation Action Plan 2021</i>	July 2021
	<i>Master Plans</i>	Various
	<i>Strategic Property Plan 2025–2030</i>	June 2025
	<i>Asset Plan 2025–2035</i>	October 2025
	<i>City Municipal Emergency Management Plan 2020</i>	
	<i>Placemaking Strategy 2023–2027</i>	May 2023
	<i>Domestic Animal Management Plan (DAMP) 2022–2026</i>	November 2021
2.3 Our vibrant and clean activity centres support a thriving local economy	<i>Economic Development Action Plan 2024–2026</i>	June 2024
	<i>Activity Centre Structure Plans for Bentleigh, Carnegie, Caulfield, East Village, Elsternwick and Glen Huntly</i>	Various
	<i>Integrated Transport Strategy 2018–2031 (2024 refresh)</i>	June 2024
	<i>Placemaking Strategy 2023–2027</i>	May 2023

Strategies, plans and guiding documents (cont.)

The following strategies, plans and **guiding documents support the delivery of this strategic direction:**

2.4 Our places are well connected by a variety of transport options	<i>Integrated Transport Strategy 2018–2031 (2024 refresh)</i>	June 2024
	<i>Better Streets, Better Places 2023–2033</i>	November 2023
	<i>Road Management Plan 2021</i>	October 2021
	<i>Road Management Plan 2025</i>	Pending approval
	<i>Cycling Action Plan 2019–2024</i>	December 2019
2.5 We have diversified housing options while maintaining local neighbourhood character	<i>Housing Strategy 2022</i>	November 2022
	<i>City Plan — Activity Centre, Housing and Local Economy Strategy 2022</i>	February 2020

Our policies

The following documents provide direction or guidance for this priority:

- > *Asset Management Policy*
- > *Car Share Policy*
- > *Community Engagement Policy 2021*
- > *Community Facilities for Seniors Community Groups Policy*
- > *Leasing and Licensing Policy (as amended)*
- > *Graffiti Management Policy*
- > *Investment Policy (as amended)*
- > *Parking Policy* 
- > *Roads and Reserves — Discontinuance and Sale Policy 2015 (under review)*
- > *Sale of Land and Buildings Policy 2023*
- > *Smoke-Free Zones Policy*
- > *Street Lighting Policy*

Strategic objective 2.1:

Our green open spaces and community facilities are well used, well located and accessible

Why is this important to us?

Our parks, gardens, playgrounds and community spaces are part of what makes Glen Eira a place to live, work, study and visit. They bring us together, support active and healthy lifestyles, and offer moments of calm and connection.

We heard from our community — through the *Our Place, Our Plan* survey and the Community Priorities Panel — just how important these spaces are. Parks, gardens, playgrounds and open spaces were rated as the top service priority by 82 per cent of respondents, and 72 per cent told us they are the most valued assets in Glen Eira. Accessibility stood out as a key concern, particularly for older residents and people living with disability.

The Community Priorities Panel also gave us clear advice: prioritise micro parks and quieter green spaces for adults, create co-located and flexible community hubs, and make sure our investments reflect what the community actually needs. They emphasised equity, accessibility and value for money.

As our population grows and our City becomes denser, making the most of our limited open space is more important than ever. We're committed to ensuring these spaces remain inclusive, welcoming and sustainable — places where we can all connect, unwind, and enjoy the unique lifestyle Glen Eira offers.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase investment in disability 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

Strategic objective 2.1 continued:

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

✓ **Increased active living**

✓ **Improving wellbeing**

Reducing harm

✓ **Climate change and health**

Well-designed, multipurpose facilities provide spaces for recreation, socialising and lifelong learning, all of which support social and mental wellbeing.

They also enable local delivery of programs that promote physical activity and healthy living.

Accessible green spaces encourage outdoor physical activity and provide mental health benefits through nature exposure. They also reduce urban heat and support biodiversity, which are critical to health in a changing climate.



Strategic objective 2.2:

Our places are safe, healthy and versatile

Why is this important to us?

When our public spaces are safe, clean and welcoming, they make a big difference to how we feel about where we live. They support community pride, improve our quality of life, and encourage us to get outside, connect with others and enjoy our neighbourhoods.

In the *Our Place, Our Plan* survey, we heard that having safe, attractive and well-maintained spaces really matters (97 per cent of people). But we also heard some concerns — like poor lighting and feeling unsafe in certain areas — especially among women, older adults and LGBTIQ+ community members.

We're working to address these issues through smart design and by applying Crime Prevention Through Environmental Design (CPTED) principles. Our goal is to make sure everyone feels safe, included and comfortable using our shared spaces — no matter the time of day, who you are, or where you live in Glen Eira.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase community satisfaction with enforcement of local laws ¹⁰
- Enhance amenity and safety through public space patrols
- Increase community room bookings

♥ How this objective supports our health and wellbeing priorities

- ✓ Preventing all forms of violence
- ✓ Increased active living
- ✓ Improving wellbeing
- ✓ Reducing harm
- ✓ Climate change and health

Crime Prevention Through Environmental Design, adequate lighting, and welcoming public spaces enhance safety and cohesion, while infrastructure that supports active living — such as — bike paths and pedestrian zones — encourages daily movement and physical activity. These environments also foster mental wellbeing by reducing stress and promoting social interaction. Reducing harm is supported through thoughtful design that limits exposure to substances and gambling-related risks. Additionally, healthy places contribute to climate resilience by reducing urban heat, improving air quality and managing environmental risks, ensuring all residents, especially vulnerable groups, can thrive in their surroundings.

Strategic objective 2.3:

Our vibrant and clean activity centres support a thriving local economy

Why is this important to us?

When our shopping strips and activity centres are clean, lively and welcoming, they do more than boost the local economy — they give us places to gather, connect and feel proud of our neighbourhoods.

In the *Our Place, Our Plan* survey, we heard that improving local centres and the economy should be a priority (59 per cent of respondents), and 24 per cent said they feel a strong sense of pride in our local traders and activity hubs. We're working closely with traders and the community to keep these spaces vibrant and attractive, because we know a thriving local economy contributes to a stronger sense of place and better quality of life, as well as streamlining processes for business permits.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase retail occupancy rate
- Maintain community satisfaction¹⁰ 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

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

Increased active living

✓ Improving wellbeing

✓ Reducing harm

Climate change and health

Activity centres that prioritise inclusion and accessibility can support mental wellbeing and local economic participation.

Planning can also mitigate health risks, such as regulating gambling and alcohol density, to reduce associated harms.

Strategic objective 2.4:

Our places are well connected by a variety of transport options

Why is this important to us?

When our City is well connected, it's easier to get to where we need to go — whether that's to work, school, services or social activities. It means fewer people relying on cars, and more of us having fair access to public and active transport.

Through the *Our Place, Our Plan* survey, we heard that 92 per cent of respondents value having good transport options, but we also heard about barriers, like feeling unsafe or having no real choice but to drive. By improving transport options, we can make it easier for everyone to move around safely, sustainably and in ways that suit our lives.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Increase community satisfaction¹⁰ with the condition of local streets and footpaths in your area
- Maintain or increase investment in active travel

♥ How this objective supports our health and wellbeing priorities

- Preventing all forms of violence
- ✓ **Increased active living**
 - Improving wellbeing
 - Reducing harm
- ✓ **Climate change and health**

Supporting walking, cycling and public transport use helps residents stay active and reduces reliance on private vehicles, lowering emissions. This promotes both individual physical health and broader environmental sustainability.

Strategic objective 2.5:

We have diverse housing options while maintaining local neighbourhood character

Why is this important to us?

We all want housing that suits different needs and life stages, without losing what makes our neighbourhoods special.

In the *Our Place, Our Plan* survey, we heard that it's important to manage housing growth in the right places (81 per cent of respondents), and 69 per cent said keeping the character of our neighbourhoods matters whilst 55% of young people indicated housing as their biggest concern. But we know housing can be hard to afford — especially for renters — and while homelessness is slightly lower here than across Victoria, the pressure is growing. By planning carefully, and working with other levels of government, we can make sure there are more housing choices for all of us, while protecting what makes Glen Eira special.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Maintain or decrease the percentage of canopy tree removal permits issued
- Increase the number of heritage places and precincts identified

♥ How this objective supports our health and wellbeing priorities

✓ Preventing all forms of violence

Increased active living

✓ Improving wellbeing

Reducing harm

✓ Climate change and health

Stable housing is a foundational determinant of mental health, reducing stress and enabling individuals to participate fully in community life. Safe, accessible, and affordable housing is also critical for individuals escaping family and gender-based violence, particularly women and children, providing a pathway to safety and recovery. Additionally, sustainable housing design improves thermal comfort and energy efficiency, helping residents cope with climate-related health risks, such as heatwaves and poor air quality.



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.



STRATEGIC DIRECTION 3: ENVIRONMENTAL STEWARDSHIP



Together with our community, we're working to cut emissions, cool our City, reduce landfill, improve air and water quality, and support native plants and animals to thrive. Whether it's composting at home, walking to school, planting a street tree or switching to clean energy, every action matters.

We're also listening to and learning from First Nations communities — drawing on their deep knowledge, values and connection to Country to guide how we care for land, water and place. Through education, partnerships and local action, we're building a culture of shared responsibility.

We will focus on achieving the following **strategic objectives** so that:

3.1

Our urban greenery and biodiversity are enhanced

3.2

Our air and waterways are healthy

3.3

Council and community emissions are reduced

3.4

Waste to landfill is reduced

3.5

Our community is actively engaged in Caring for Country and the natural environment

This strategic direction links to the following **Community Vision** priorities:

2. Planning for community resilience	Glen Eira must be adaptable to address social, natural, economic and environmental impacts, in particular climate change.
4. Maximise and diversify our green and natural spaces	Preserve, regenerate and maximise green and natural spaces and develop connected green areas across our boundaries (in both private and public spaces), in consultation with First Nations peoples.

Our roles



Regulator: Enforcing environmental standards through local laws, planning controls and compliance programs to protect Glen Eira's natural assets. Regulating activities that impact biodiversity, tree canopy, water and air quality, waste management and emissions, such as ensuring developments meet sustainability requirements, managing pollution risks, and protecting public and private green spaces.



Provider: Delivering and maintaining green infrastructure, urban canopy, water-sensitive systems, waste and recycling services, low-emission technologies and community spaces that support environmental stewardship. Implementing programs and providing facilities that enable residents, businesses and community groups to participate in sustainable practices and care for the local environment.



Partner: Working collaboratively with Traditional Owners, environmental organisations, schools, regional authorities, local businesses and the broader community to restore ecosystems, reduce emissions, promote the circular economy, improve water and air quality and strengthen grassroots environmental action.



Advocate: Advocating to the Victorian and Australian Governments for investment in health, safety and wellbeing initiatives, including mental health services, arts and cultural infrastructure, active transport and violence prevention, as well as policy change for e-Transport.



Educator: Raising awareness and building community capacity through campaigns and initiatives that promote respectful relationships, cultural understanding, healthy behaviours and a strong sense of belonging.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Climate Active
- Climate Emergency Australia
- Community health services
- Council Alliance for a Sustainable Built Environment
- Eastern Alliance for Greenhouse Action
- Elster Creek Catchment Collaboration
- Glen Eira Emergency Climate Action Network (GECAN)
- Melbourne Water
- Metropolitan Waste and Resource Recovery Group
- Schools
- Small businesses and traders' associations
- Sustainability Victoria
- Traditional Owner groups
- Universities and research bodies
- Victorian Department of Transport

As part of our ongoing commitment to engaging with our community, we will establish a Community Advisory Committee to focus on this strategic direction and provide ongoing advice and feedback to us throughout the life of this *Plan*.

Services

Our environmental initiatives will be inclusive of people of all abilities and backgrounds, ensuring everyone can participate in and benefit from our sustainability efforts.

We aim for all our services to be as environmentally sustainable as possible. The following services we deliver proactively support and promote this strategic direction:

- Climate action
- Drains and water management
- Rubbish and recycling
- Transport strategy and education 
- Trees and plants



Strategies, plans and guiding documents

The following strategies, plans and guiding documents support the delivery of this strategic direction:

STRATEGIC OBJECTIVE	STRATEGY OR GUIDING DOCUMENT	DATE ADOPTED
3.1 Our urban greenery and biodiversity are enhanced	<i>Glen Eira Urban Forest Strategy</i>	September 2022
	<i>Biodiversity Plan 2025–2029</i>	June 2025
	<i>Open Space Strategy</i>	
3.2 Our air and waterways are healthy	<i>Climate Emergency Response Strategy 2025–2029</i>	October 2025
	<i>Glen Eira Integrated Water Management Plan</i>	June 2022
3.3 Council and community emissions are reduced	<i>Climate Emergency Response Strategy 2025–2029</i>	October 2025
3.4 Waste to landfill is reduced	<i>Glen Eira Circular Economy Plan 2022–2026</i>	June 2021
	<i>Climate Emergency Response Strategy 2025–2029</i>	October 2025
3.5 Our community is actively engaged in Caring for Country and the natural environment	<i>Climate Emergency Response Strategy 2025–2029</i>	October 2025

Our policies

The following documents provide direction or guidance for this priority:

- > *Canopy Tree Protection Local Law Policy*
- > *Street Tree Removal Policy*
- > *Sustainable Building and Infrastructure Policy*

Strategic objective 3.1:

Our urban greenery and biodiversity are enhanced

Why is this important to us?

In Glen Eira, our trees, parks and green spaces help make our neighbourhoods healthier, more enjoyable and better prepared for a changing climate.

We heard through the *Our Place, Our Plan* survey that 77 per cent of respondents see improving green spaces and tree canopy as a top priority for climate action.

The Community Priorities Panel also recommended using more indigenous plants and making sure our green spaces are properly looked after through our asset management. By protecting and expanding our greenery, we can support local wildlife, keep our suburbs cooler and make Glen Eira an even better place for all of us to live.

Strategic priority

We will focus on the following priorities in support of this objective:

- maintain and expand our urban tree canopy and biodiversity plantings

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase trees planted annually, **prioritising indigenous species** where possible and appropriate
- Maintain or increase indigenous trees and understory plantings

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

Increased active living

✓ Improving wellbeing

Reducing harm

✓ Climate change and health

Access to nature and outdoor environments reduces stress, improves mood, and supports mental health.

Green spaces also help mitigate urban heat, improve air quality and provide refuge during extreme weather events — making them essential for climate resilience, especially for vulnerable populations such as older adults and children.

Strategic objective 3.2:

Our air and waterways are healthy

Why is this important to us?

Clean air and healthy waterways are essential for our wellbeing, quality of life and the environment we share. We heard through the *Our Place, Our Plan* survey that many people in Glen Eira are concerned about pollution and want stronger protection for our waterways.

When we take care of these natural systems, we support local wildlife, reduce health risks, and make our neighbourhoods more enjoyable places to live. By keeping our air and waterways clean, we're protecting what matters most — our health, our environment and our everyday quality of life.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Water sensitive urban design assets installed
- Air quality: We will explore developing a strategic indicator for measuring/monitoring air quality during the term of this *Council Plan* in conjunction with actions within the *Climate Emergency Response Strategy*.

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence
Increased active living
Improving wellbeing
Reducing harm

✓ Climate change and health

Climate change worsens air and water quality through increased emissions, bushfire smoke and stormwater pollution. By protecting our air and waterways, we can limit these health risks and create cleaner, safer environments, especially for vulnerable groups affected by poor air and water conditions.

Strategic objective 3.3:

Council and community emissions are reduced

Why is this important to us?

Taking action on climate change means reducing the emissions we create — both as a community and as a Council.

We heard through the *Our Place, Our Plan* survey that many of us want to see more support for clean energy and sustainable transport, with 46 per cent calling for promotion of clean energy options and 23 per cent highlighting the need for better transport choices. The Community Priorities Panel also supported more electric vehicle charging stations and including community connection in environmental design.

By making these changes together, we can lower emissions, improve our quality of life and build a more sustainable Glen Eira for the future.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Zero council emissions from natural gas, fuel, refrigerant and electricity usage by 2031
- Community emissions: We will explore developing a strategic indicator for measuring/monitoring community emissions during the term of this *Council Plan* in conjunction with actions within the *Climate Emergency Response Strategy*.

♥ How this objective supports our health and wellbeing priorities

- Preventing all forms of violence
- ✓ **Increased active living**
 - Improving wellbeing
 - Reducing harm
- ✓ **Climate change and health**

Lowering climate emissions helps limit climate-related health threats, such as extreme heat, bushfire smoke and poor air quality, which disproportionately affect vulnerable populations. Promoting active transport options like walking and cycling, not only reduces reliance on cars and improves air quality, but also supports physical health and wellbeing.

Strategic objective 3.4:

Waste to landfill is reduced

Why is this important to us?

Reducing waste and recycling more is a shared responsibility — and something many of us in Glen Eira care deeply about. We heard that waste management continues to be a top service priority for 55 per cent of people in the *Our Place, Our Plan* community survey, and 45 per cent want better education around recycling and the circular economy. The Community Priorities Panel also called for stronger efforts to reduce waste at the community level.

By working together to cut down what we send to landfill, we can protect our environment, reduce pollution and support a more sustainable way of living.

Strategic priorities

We will focus on the following priorities in support of this objective:

- enhance community awareness and participation in waste reduction and circular economy initiatives

How we will monitor our progress

Strategic indicators and targets:

- Increase waste diverted from landfill

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

Increased active living

Improving wellbeing

Reducing harm

✓ **Climate change and health**

Diverting waste from landfill lowers climate emissions and reduces environmental pollution. Cleaner, more sustainable environments support healthier communities and ecosystems.

Strategic objective 3.5:

The community is actively engaged in Caring for Country and the natural environment

Why is this important to us?

When we care for our natural environment, we strengthen our connection to place, culture and each other. We heard in the *Our Place, Our Plan* survey that 40 per cent of people support more urban agriculture, like community gardens, and want more opportunities to be part of local environmental projects.

The more we're involved, the more we can protect and respect Country together — building pride, shared responsibility and a healthier environment for us all.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Increase council led Community Caring for Country, biodiversity and conservation events

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

Increased active living

✓ **Improving wellbeing**

Reducing harm

✓ **Climate change and health**

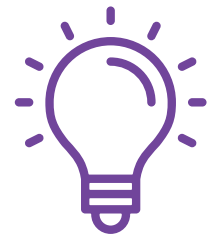
Community-led environmental stewardship fosters social connection, purpose, and resilience, while strengthening holistic health through connection to land and culture. Engagement in Caring for Country also honours Traditional Owner knowledge and supports inclusive, respectful community values. These actions build resilience to climate-related health impacts, such as heat stress and poor air quality, by protecting ecosystems and promoting sustainable practices that benefit people and the environment.



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.





STRATEGIC DIRECTION 4: INNOVATIVE AND FINANCIALLY SUSTAINABLE

To keep delivering what matters, we need to make every dollar count — by planning carefully, working efficiently, and managing our resources responsibly.

This means diversifying how we fund services, partnering in more creative ways, improving how we work behind the scenes, using technology to support better outcomes, and making sure our services stay aligned with what our community needs most.

This also means maximising opportunities to work with and advocate to other levels of government.

We will focus on achieving the following **strategic objectives** so that:

4.1

We are financially secure and sustainable

4.2

Our community is informed and engaged

4.3

Our community has trust and confidence in our decisions

4.4

Our services are highly valued, well designed and responsive to community and customer needs

4.5

Our technology enables us to achieve our strategic priorities

4.6

Our workforce is capable, informed and engaged

This strategic direction links to the following **Community Vision** priorities:

1. We work together	We will always work together in collaboration with Glen Eira residents to ensure fair and equitable decision-making.
5. We are proactive in meeting challenges and innovate using evidence-based methods	Finding innovative, effective and creative solutions in advance to support long-term, monitored sustainability and the wellbeing of the community.

Our roles



Regulator: Ensuring transparency, accountability and good governance through compliance with financial management, procurement, privacy, data protection and information access laws. Regulating local laws and policies that support ethical decision-making, fair service delivery and responsible use of public resources.



Provider: Delivering high-quality, responsive services that meet diverse community needs and apply smart technologies to enhance customer experience and operational efficiency. Ensuring that services and programs are inclusive, accessible and designed with a strong focus on community value and financial responsibility.



Partner: Collaborating with the community, Traditional Owners, businesses, service providers and other levels of government to create innovative solutions, improve service delivery and build community resilience. Working with stakeholders to explore new funding models, shared services and technological innovations that strengthen sustainability and responsiveness.



Advocate: Promoting the needs and priorities of our community to the Victorian and Australian Governments, advocating for fair funding, regulatory support and partnerships that enable local innovation and sustainable service delivery. Advocating for inclusive and equitable access to services for all community members.



Educator: Ensuring the community is informed, engaged and empowered to participate in decision-making. Building trust and confidence through transparent communication about our financial position, service delivery and use of technology and by supporting our workforce with the tools, knowledge and skills they need to deliver great outcomes for the community.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Eastern Alliance for Greenhouse Action
- Elected representatives and government departments and agencies, such as Infrastructure Victoria and the Victorian Ombudsman.
- Innovative councils and council alliances, such as the M9 alliance
- Intergovernmental and peak bodies such as the Municipal Association of Victoria, Local Government Professionals (LG Pro), Finance Professionals (FinPro) and the Australian Local Government Association.
- Philanthropic organisations and social enterprises
- Victorian Auditor General's Office

As part of our ongoing commitment to engaging with our community, we will establish a Community Advisory Committee to focus on this strategic direction and provide ongoing advice and feedback to us throughout the life of this *Plan*.

Services

Our approach will be inclusive of people of all abilities and backgrounds, ensuring that our services and solutions are accessible and equitable for everyone. We are committed to building an inclusive culture of innovation that values diverse perspectives and ideas.

The following services we deliver support this strategic direction:

- Council news and information
- Our decisions
- Our organisation
- Your enquiries and requests
- Your rates



Strategies, plans and guiding documents

The following strategies, plans and guiding documents support the delivery of this strategic direction:

STRATEGIC OBJECTIVE	STRATEGY OR GUIDING DOCUMENT	DATE ADOPTED
4.1 We are financially secure and sustainable	<i>Budget 2025–2026</i>	Adopted annually
	<i>Revenue and Rating Plan 2025–2029</i>	Adopted annually
	<i>Financial Plan 2025–2035</i>	October 2025
	<i>Integrated Planning and Reporting Framework</i>	July 2025
	<i>Enterprise Project Management Framework</i>	June 2025
	<i>Asset Plan 2025–2035</i>	October 2025
4.2 Our community is informed and engaged	<i>Community Engagement Framework</i>	July 2024
	<i>Communications Framework</i>	May 2023
4.3 Our community has trust and confidence in our decisions	<i>Council Plan Annual Action Plan</i>	To be adopted annually
	<i>Priority Advocacy Projects</i>	Adopted annually
4.4 Our services are highly valued, well designed and responsive to community and customer needs	<i>Service Planning Framework 2023</i>	July 2023
	<i>Integrated Planning and Reporting Framework</i>	July 2025
4.5 Our technology enables us to achieve our strategic priorities	<i>Digital and Technology Strategy</i>	October 2025
4.6 Our workforce is capable, informed and engaged	<i>Workforce Plan 2025–2029</i>	October 2025
	<i>Attraction and Retention Strategy 2024–2026</i>	June 2024
	<i>Capabilities Framework 2022</i>	November 2022
	<i>Gender Equality Action Plan 2022–2025</i>	March 2022
	<i>Health, Safety and Wellbeing Strategy</i>	November 2022

Our policies

The following documents provide direction or guidance for this priority:

- > *Community Engagement Policy*
- > *Complaints Handling Policy*
- > *Investment Policy*
- > *Payment of Rates Policy*
- > *Philanthropic Partnership and Sponsorship Policy*
- > *Procurement Policy*
- > *Rates Financial Hardship Policy*
- > *Sale of Council Land and Buildings Policy*

Strategic objective 4.1:

We are financially secure and sustainable

Why is this important to us?

Financial sustainability means we can keep delivering essential services, maintain our community assets, and meet your expectations now and into the future. The Community Priorities Panel recommended exploring new revenue opportunities, like temporarily renting or leasing community assets, to help support this.

In the *Our Place, Our Plan* survey, 58 per cent of respondents said they want us to maintain asset standards without increasing costs, and 50 per cent said they would support reducing some services if costs rise. Balancing fiscal responsibility with community needs is critical to keeping Glen Eira strong and sustainable.

We'll continue working closely with you, making decisions fairly and transparently to protect the services and spaces that matter most to all of us.

Strategic priorities

We will focus on the following priorities in support of this objective:

- implement the *Long-term Financial Plan* to support the achievement of Council's strategic objectives
- diversify and maximise our revenue sources

How we will monitor our progress

Strategic indicators and targets:

- Maintain 100 per cent liquidity or above

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence
Increased active living

✓ Improving wellbeing

Reducing harm
Climate change and health

Financial sustainability allows us to continue funding essential services, infrastructure and health initiatives. It ensures stability in delivering programs that improve health across all life stages.

Strategic objective 4.2:

Our community is informed and engaged

Why is this important to us?

When we're all informed and involved, our community grows stronger, and our decisions are better. We have a role to play in making sure everyone knows what services and opportunities are available, especially people who are harder to reach. We're committed to clear, inclusive communication that helps us stay connected and work together to shape Glen Eira's future.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Increase community satisfaction with consultation and engagement ¹⁰
- Increase community satisfaction with informing the community ¹⁰

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

Increased active living

✓ Improving wellbeing

Reducing harm

Climate change and health

Informed residents are empowered to make healthier lifestyle choices and advocate for their needs.

Engagement also supports a sense of control and connection, which are protective for mental health.

Strategic objective 4.3:

Our community has trust and confidence in our decisions

Why is this important to us?

Trust comes from being open, honest and including our community in decisions that affect us all. We heard through the *Our Place Our Plan* survey that people want to better understand how we operate, including how we manage our finances and plan for the future. When we share this information clearly, we can build trust, make better decisions together and create stronger partnerships with our community.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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

How we will monitor our progress

Strategic indicators and targets:

- Increase community satisfaction with decisions made in the interest of the community ¹⁰
- Increase community trust in us ¹⁰

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence
Increased active living

✓ Improving wellbeing

Reducing harm
Climate change and health

Transparent and inclusive decision-making builds trust, which enhances community engagement and cohesion. Trust in local government is linked to better uptake of health services and initiatives.

Strategic objective 4.4:

Our services are highly valued, well designed and responsive to community and customer needs

Why is this important to us?

Great services respond to what we need, are easy to access, and make people feel supported and included. We heard through the *Our Place, Our Plan* survey that many in our community want services to be for everyone — unless there are clear gaps that need a targeted response.

The Community Priorities Panel also called for more inclusive services, especially for people with additional needs or from diverse backgrounds. And with 34 per cent of people in the *Our Place, Our Plan* survey identifying social isolation and loneliness as a gap, it's clear that strong, responsive services have a big role to play in improving wellbeing and quality of life across Glen Eira.

Strategic priorities

We will focus on the following priorities in support of this objective:

- 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 *Innovation and Continuous Improvement Framework* and program

How we will monitor our progress

Strategic indicators and targets:

- Maintain or increase customer service satisfaction
- Maintain or increase customer service calls answered within service standard

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence
Increased active living

✓ Improving wellbeing

Reducing harm
Climate change and health

Services that adapt to community needs are more equitable and effective in improving health outcomes. This approach ensures targeted support for disadvantaged groups and promotes overall wellbeing.

Strategic objective 4.5:

Our technology enables us to achieve our strategic priorities

Why is this important to us?

Using the right technology can help us deliver services more efficiently, improve how we engage, and make things easier for everyone. We heard through the *Our Place, Our Plan* survey that while 26 per cent of people want more user-friendly online services, 55 per cent still value real-person contact.

The Community Priorities Panel also recommended working closely with the community to set technology priorities rather than using data to guide improvements. By combining digital tools with human connection, we can make sure our services cater for everyone.

Strategic priorities

We will focus on the following priorities in support of this objective:

- enhance our technology, data and digital capabilities to support the achievement of our strategic objectives
- develop an *AI Framework, Policy and Roadmap*

How we will monitor our progress

Strategic indicators and targets:

- Increase percentage of customer enquiries through digital channels (from mix of traditional/digital)

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence
Increased active living

✓ Improving wellbeing

Reducing harm
Climate change and health

Effective use of technology improves access to services, health information and community engagement tools. It supports more efficient delivery of wellbeing focused programs and enables responsive planning.

Strategic objective 4.6:

Our workforce is capable, informed and engaged

Why is this important to us?

Behind every great service is a skilled and committed team. We know how important it is for our community to feel heard, supported and respected — and that starts with a workforce that's informed, responsive and inclusive. Feedback from community engagement highlighted the importance of good customer service, knowledgeable staff, and culturally appropriate support.

We're also committed to creating inclusive job opportunities, especially for people with disability. This means making reasonable adjustments, removing barriers to employment, and fostering a workplace where everyone can thrive — in line with our responsibilities under the *Disability Act 2006* (Vic).

Strategic priorities

We will focus on the following priorities in support of this objective:

- implement our *Workforce Plan* to build the capability and performance of our people

How we will monitor our progress

Strategic indicators and targets:

- Maintain employee satisfaction rating
- Increase employee compliance training completion

♥ How this objective supports our health and wellbeing priorities

Preventing all forms of violence

Increased active living

✓ Improving wellbeing

Reducing harm

Climate change and health

A capable and inclusive workforce ensures that services are delivered with empathy, cultural sensitivity and professionalism — all of which are vital for promoting mental health and social connection. When staff feel informed and engaged, they're better equipped to support community wellbeing and engage in respectful interactions. Inclusive employment practices also model the kind of safe and supportive culture we aim to build across the community.

APPENDICES

APPENDIX A:
Community engagement report

APPENDIX B:
Service descriptions

APPENDIX C:
Relevant legislation and external
strategies, plans and guidelines

APPENDIX D:
Definitions and glossary



APPENDIX A: COMMUNITY ENGAGEMENT

Summary of engagement results

Nearly **1,600 Glen Eira residents** — from children to older adults, local businesses, and community groups — shared their hopes and priorities through *Our Place, Our Plan*, a four-phase engagement shaping our City's future.

These conversations directly informed our four-year plans, including the **Council Plan 2025–2029**.

The community's insights for priorities and themes for our future planning were gathered through our *Community Vision* check in, broad engagement program and Community Priorities Panel. A summary of the engagement findings is summarised below.

Community Vision engagement findings (August 2024)

88 per cent (99 respondents) selected 'yes' — the *Community Vision* still feels right to them.

9 per cent (10 respondents) selected 'no' — the *Community Vision* does not still feel right to them

Respondents top five views of what they imagine for Glen Eira's future that is not represented in the **Community Vision**?



**Climate
emergency,
green spaces and
biodiversity**

31% of responses



**Community
safety, social
and community
cohesion**

21% of responses



**Services to meet
community need**

9% of responses



**Place and
amenity**

9% of responses



**Planning and
development**

8% of responses

Of the six guiding principles in the *Community Vision*, the three highest ranked principles respondents would you like the next Council to focus on in 2025–2029 are:

Principle 3. Inclusive and healthy community — 86 total votes

Principle 4. Maximise and diversify our green and natural spaces — 85 total votes.

Principle 5. We are proactive in meeting challenges and innovate using evidence-based methods — 53 total votes.

Respondents top five views of what is not represented in the **six principles**?



**Climate
emergency,
green spaces and
biodiversity**

24% of responses



**Community
safety, social
and community
cohesion**

18% of responses



**Place and
amenity**

16% of responses



**Community
cohesion and
connection**

16% of responses



**Economic
responsibility and
development**

10% of responses

Broad community engagement results (February to March 2025)

Overall, Council received 1,578 pieces of feedback, including 832 survey responses, 226 ideas cards, 371 social map pins, 30 children's drawings and 119 expressions of interest for our Community Priorities Panel.

The *Our Place, Our Plan* community survey provided the following key findings:

IN THE FUTURE COUNCIL SHOULD FOCUS ON:

- Creating healthy and urban green spaces (71 per cent)
- Maintaining and upgrade roads, buildings, and other community spaces and assets (64 per cent)
- Help the community to feel safe, healthy and well (61 per cent)
- Improve our local economy, our shopping strips and neighbourhoods (56 per cent)
- Provide services that support our most vulnerable community members (41 per cent)

THE TOP STATE HEALTH PRIORITIES THAT GLEN EIRA SHOULD FOCUS ON:

- Increase active living (82 per cent)
- Prevent all forms of violence (including family violence) (81 per cent)
- Improve wellbeing (including mental health) (81 per cent)
- Increase healthy eating (51 per cent)
- Tackle climate change and its impacts on health (50 per cent)

THE TOP FIVE GENERAL HEALTH AREAS COUNCIL SHOULD FOCUS ON: HELPING PEOPLE FEEL CONNECTED AND PART OF THE COMMUNITY (48 PER CENT)

- Enhancing community safety (46 per cent)
- Promoting access to health services (38 per cent)
- Combatting loneliness and social isolation (34 per cent)
- Addressing the cost of living (32 per cent)

COUNCIL SHOULD PRIORITISE IMPROVING ASSETS LIKE:

- Parks and gardens (72 per cent)
- Park and street trees (50 per cent)
- Footpaths (47 per cent)
- Local roads (43 per cent)
- Libraries (41 per cent)

COUNCIL'S MOST VALUED AND IMPORTANT SERVICES FOR OUR COMMUNITY ARE:

- Parks, gardens, playgrounds, and open spaces (82 per cent)
- Roads, footpaths, and cycling (59 per cent)
- Rubbish collection and waste management (55 per cent)
- Sporting grounds, swimming pools, gyms, recreation centres (44 per cent)
- Libraries (43 per cent)

COUNCIL CAN MAKE GLEN EIRA A BETTER PLACE TO LIVE BY:

- Having safe, clean, attractive and well-maintained neighbourhoods' shopping strips, streets, parks and facilities (70 per cent very important, 27 per cent important)
- Having easily accessible public and active transport options (63 per cent very important, 29 per cent important)
- Renewing and expanding our roads, footpaths, drains and buildings to meet the needs of everyone in our growing community (58 per cent very important, 34 per cent important)
- Managing housing growth to guide appropriate development in the right locations (49 per cent very important, 32 per cent important)
- Keeping our city well planned with a balanced approach to population growth (43 per cent very important, 35 per cent important)
- Having planning controls that support and maintain our heritage and neighbourhood character (42 per cent very important, 27 per cent important)

COUNCIL SHOULD INVEST IN OUR FACILITIES BY:

- Maintaining assets and facilities to the same standard they are now (58 per cent)
- Maintaining assets and facilities to a lesser (but still good) standard so they're more financially sustainable (24 per cent)
- Maintaining assets and facilities to a higher standard by spending more money (18 per cent)

TO MAINTAIN ASSETS TO A HIGHER STANDARD, COUNCIL SHOULD PAY FOR INCREASED COSTS BY:

- Spending less on other services (50 per cent)
- Increasing user fees and charges for activities such as parking, venue hire, permits (31 per cent)
- Increasing rates (23 per cent)
- Other (16 per cent)

OUR COMMUNITY WOULD BE MORE COMFORTABLE USING OUR ONLINE SERVICES IF:

- They can talk to a real person if needed (55 per cent)
- They can easily find information on the website (45 per cent)
- I feel confident using Council's services (32 per cent)
- Having easy to use services and transactions (26 per cent)

COUNCIL SHOULD TAKE CLIMATE ACTIONS BY:

- Improving our green spaces and tree canopy (77 per cent)
- Promoting more clean energy options, like solar or wind (46 per cent)
- Recycling more and providing more education about waste and the circular economy (45 per cent)
- Encouraging more urban agriculture like community gardens (40 per cent)
- Reducing use of plastics (39 per cent)

Targeted engagement

A significant program of 28 targeted engagements supported the broad engagement approach to ensure we heard to voices of our often-underrepresented community members.

Through this targeted program we heard from our older residents, children and young people, people with disability, our LGBTIQ+ community and our diverse multicultural communities.

We found that all population groups shared a focus on community safety; the need for more social inclusion and connection opportunities to reduce feelings of isolation; and greater access to Council services and support to feel more included and able to fully participate in life in Glen Eira.

OLDER RESIDENTS IDENTIFIED

- A deep appreciation for senior citizen clubs and social connection programs
- Social isolation is a major concern particularly as physical health declines and transport needs change verifying the importance of community connection
- Having more accessible transport, facilities and services are increasingly more important with age

YOUNG PEOPLE IDENTIFIED

- More affordable housing options for young people leaving home
- More street lighting and ecofriendly lighting
- More accessible transport offering car alternatives
- Social connection, including after-hours hang outs

CHILDREN IDENTIFIED

- More green spaces, trees and nature
- Parks and playgrounds
- Concerns about rubbish, pollution and the environment
- Recreation, sport and leisure
- Cost of living and homelessness

PEOPLE WITH DISABILITY IDENTIFIED

- Reducing feelings of social isolation
- Enabling access to places and services
- Boosting feelings of safety when in the community
- Gaining access to meaningful employment

CULTURALLY AND LINGUISTICALLY DIVERSE PEOPLE IDENTIFIED

- Community safety with a focus on the safety of children
- Accessibility and awareness of local events and programs
- Better communication and translation services

LGBTIQ+ PEOPLE IDENTIFIED

- More community visibility, social cohesion and acceptance
- Mental health and wellbeing are key concerns
- Accessibility and inclusivity, including healthcare, gender neutral bathrooms, groups and sporting programs

Community Priority Panel's recommendations (April 2025)

We delivered the Community Priorities Panel at the collaborative level of the IAP2 Public Participation spectrum, fulfilling our statutory requirements for deliberative engagement in strategic planning.

From 119 applicants, we selected 39 diverse Glen Eira residents to form the panel. Over five sessions between 19 March and 16 April 2025, these passionate community members dedicated 25 hours to exploring Council's key opportunities and challenges. Guided by an independent facilitator with expertise in deliberative processes, the panel developed thoughtful recommendations to shape Council's long-term plans.

The Panel developed 35 recommendations across five key topics areas including:

- community wellbeing
- social cohesion
- diverse and accessible places (including asset management)
- environmental stewardship
- innovative and digitally enabled services.

Below provides a high-level summary of the Panel's 35 recommendations. Percentages indicate the level of support each recommendation secured from the Panel during the voting process.

COMMUNITY WELLBEING RECOMMENDATIONS

- Diversify green spaces (90%)
- Use Council assets to support social connections (88%)
- Improve accessibility of services and information (80%)
- Act as a one-stop-shop (80%)
- Create passive outdoor spaces for adults (82%)
- Create a digital tool for Council and community information (84%)
- Do pop-ups to promote activities (76%)

SOCIAL COHESION RECOMMENDATIONS

- Co-locate services in community hubs (90%)
- Build adaptable community hubs (88%)
- Complete strategic asset assessments (84%)
- Apply community connection principles to environmental design (84%)
- Facilitate accessible transport between activity centres (80%)

DIVERSE AND ACCESSIBLE PLACES RECOMMENDATIONS

- Prioritise pocket parks and passive open space over active open spaces (78%)
- Build hubs paired with satellite services where needed (80%)
- Balance maintenance costs and placemaking investment (78%)
- Sell land as a last resort (90%)
- Co-locate facilities (84%)
- Review maintenance to include social value and use (84%)
- Recover costs from private hiring of Council facilities (84%)
- Include green assets in asset register (82%)
- Raise revenue through renting community assets (80%)
- Alternate service providers (76%)

ENVIRONMENTAL STEWARDSHIP RECOMMENDATIONS

- Prioritise reducing waste at community level (90%)
- Lobby with other councils for community energy solutions like community batteries (86%)
- Prioritise trees and biodiversity in kerbside and parking policies (86%)
- Explore shared mobility and EV infrastructure in street designs (84%)
- Create a physical hub to discuss sustainability options (80%)
- Implement EV charging in all Council car parks by 2029 (78%)

INNOVATIVE AND DIGITALLY ENABLED SERVICES RECOMMENDATIONS

- Seek collaborations and partnerships to deliver services while maintaining oversight (88%)
- Use partnerships when financially beneficial while maintaining quality (82%)
- Provide services for whole community unless there are gaps in availability of targeted services (78%)
- Educate the community about digital service offerings (76%)
- Ask the community which services they want digitised (76%)



APPENDIX B: SERVICE DESCRIPTIONS

Strategic Direction 1: Community safety, cohesion, health and wellbeing

SERVICE	DESCRIPTION	PAGE
Children's Services	Provides education, care services and community activities for children and their parents to increase social connections and create learning opportunities. Provides professional development opportunities for early years services.	30–40
Community support 	Develops plans to strengthen the health and wellbeing of our communities and groups. Administers grants to support not-for-profit community groups and organisations to deliver projects and activities that benefit the Glen Eira community, providing meaningful social impact and responding to community need. Delivering community, volunteer and business awards program, increasing community capacity, engagement and acknowledgement.	
Culture and celebration	Delivers a cultural program including visual arts activity and exhibitions, indoor and outdoor events, concerts and festivals, history and heritage activities and services. Our services aim to encourage community participation in the arts, celebration, civic events and opportunities for community connections.	
Glen Eira Leisure 	Manages three facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Memorial Swimming Pool and Caulfield Recreation Centre. GESAC provides sport, leisure and wellbeing activities including warm water therapy, learn-to-swim classes, swimming, stadium sports, gym and group exercise classes. The redeveloped Carnegie Memorial Swimming Pool opened in early 2025 and includes three Group Exercise rooms, Learn to Swim pool, warm water pool, spa, sauna and steam room as well as a fully accessible splash pad and cafe. Caulfield Recreation Centre has a variety of health and fitness programs to suit all fitness levels.	
Immunisations	Administers free essential vaccinations under the National Immunisation Program to protect eligible people against a range of diseases at all ages and stages of life. This includes vaccinations to babies and children; young people in secondary schools; refugee and asylum seeker communities; and those eligible for free influenza immunisation.	

Strategic Direction 1: Community safety, cohesion, health and wellbeing

SERVICE	DESCRIPTION	PAGE
Glen Eira Libraries	Glen Eira Libraries provide opportunities for learning, literacy, digital resources, and creativity for the community; visitors can read, browse and borrow, feel connected, work or study; connect through technology; and participate in our programming. Our libraries provide a wealth of online resources with sites located at Elsternwick, Caulfield, Carnegie and Bentleigh, with books for all ages and interests, e-resources, DVDs, magazines and more.	30–40
Maternal and child health	Works in partnership with families to care for babies and young children until they start school. The service is free for families and includes visits at 10 key ages and stages of a child's development with the focus on optimising child and family health wellbeing, safety, learning and development.	
Pets and animals	Maintains a register of around 4,250 cats and 12,500 dogs and helps to ensure responsible pet ownership. Responds to and investigates animal and pet concerns, including reports of lost or stray animals, and nuisance or problem animals.	
Public health and safety	Manages regulatory functions that support a safe and healthy community. Upholds Council's Local Law. Delivers public health services to ensure the safety of food, health and accommodation businesses.	
Residential aged care	Provides accommodation and lifestyle choices for residents at Warrawee Community. Eligibility is determined by the Commonwealth Aged Care Assessment Service.	
Respect, equity and inclusion 	Supports equity, access and inclusion for people of all abilities, ages, cultures, genders, faiths and sexualities. Delivers and implements our Community Wellbeing Plan, Gender Equality Action Plan, Reconciliation Action Plan and social and affordable housing priorities. Oversees the development and implementation of social policy in response to emerging community needs.	
Seniors support	Provides a broad range of services that support healthy ageing for our older residents to live and age well and remain connected. Services include: Facilitating services for older residents to remain in their homes; Low-cost rental accommodation for financially disadvantaged older persons in Glen Eira through our 64 independent living units across three sites; Advocacy, navigation and information to access aged care services; Senior citizen centres, including Moorleigh Village, to promote and encourage social engagement and activities among older adults; Facilitating activities to foster community participation and connection; and carer's support.	
Youth services	Provides support and programs for young people aged 10 to 25 who live, work, study or socialise in Glen Eira. Provides information and referral to young people for specialised local services to support their health and wellbeing	

Strategic Direction 2: Diverse, welcoming and accessible places

SERVICE	DESCRIPTION	PAGE
Building and town planning	Determines around 1,000 planning applications per year, as well as subdivision applications. Represents us at VCAT where a planning decision is subject to an appeal and enforces planning decisions. Receives building permit registrations, maintains a register of private pools and spas. Provides copies of building permits for a fee. Responds to and investigates enquiries and complaints related to building permit compliance, building safety, illegal works and essential services. Issues planning infringements and building notices and orders for non-compliance.	41–54
Business community	Supports new or growing businesses through permits and approval processes and provides business networking and mentoring opportunities. Develops plans to enhance our local economy and activity centres.	
Parking 	Enforces parking restrictions and delivers education throughout the municipality to ensure the safety of all road users. Issues fines for vehicles that are parked illegally. Issues more than 5,200 residential parking permits and 1,625, accessible parking permits for people with disabilities per year.	
Parks and sports grounds	Maintains and enhances approximately 172 hectares of open space in our public parks, gardens and sports grounds and the facilities within them, including pavilions, barbecues, and park lighting to support the community and our sporting clubs.	
Road and transport infrastructure	Manages and maintains almost 500 kilometres of local roads in the City of Glen Eira, along with streetlighting, public signage, footpaths and cycle paths.	
Strategic place planning	Shapes the future of the City of Glen Eira through strategic land use planning, integrating local heritage and urban design. Administers the Glen Eira Planning Scheme, including planning scheme amendments and implementing structure plans across major activity centres. Supports placemaking activities to promote a vibrant local economy.	
Street and shopping centre amenity	Keeps our local streets and shopping centres clean and removes graffiti. Provides signage and street furniture.	
Transport strategy and education 	Leads our Integrated Transport Strategy to support our community to get around Glen Eira easily, in walkable neighbourhoods and using a range of safe and environmentally friendly travel options, including cycling. Advocates for policy change to support our transport network.	
Venue management and hire	Manages our venues and facilities such as meeting rooms, halls, pavilions, multipurpose courts and rotundas that are available for the community to hire.	

Strategic Direction 3: Environmental stewardship

SERVICE	DESCRIPTION	PAGE
Climate action	Works to reduce Council and community contribution to climate change. Advocates for changes in Victorian and Australian Government policies such as better public transport, cycling infrastructure, higher standards for buildings to help reduce energy consumption and new generation waste and recycling facilities for the region.	55–65
Drains and water management	Manages a drainage network of around 665 kilometres of drains and 27,950 drainage pits. Ensures stormwater is discharged effectively by regularly cleaning and repairing pits and drains, and upgrading or replacing pits and drains when necessary.	
Rubbish and recycling	Manages recycling and waste including household collection of garbage, mixed recyclables.	
Transport strategy and education 	Leads our <i>Integrated Transport Strategy</i> to support our community to get around Glen Eira easily, in walkable neighbourhoods and using a range of safe and environmentally friendly travel options, including cycling. Advocates for policy change to support our transport network.	
Trees and plants	Maintains, protects and grows the trees that make up our City's urban forest. Maintains our <i>Classified Trees Register</i> to protect significant trees that meet the criteria described in our <i>Classified Tree Policy</i> to preserve the environmental benefits and the character of our suburbs the trees provide.	

Strategic Direction 4: Innovative and financially sustainable

SERVICE	DESCRIPTION	PAGE
Council news and information	Manages our reputation and issues management, strategic communications, digital communications, publications, brand and graphic design, media relations and content, including our websites, social media, and publications such as the monthly <i>Glen Eira News</i> .	66–77
Our decisions	Supports our nine elected Councillors, including the Mayor and Deputy Mayor to perform the duties of their roles. Provides governance support, ensuring our meetings where our Councillors make decisions are managed effectively. Advocates to the Australian and Victorian Governments on behalf of the Glen Eira community by working closely with our local Members of Parliament to address the issues that affect our shared communities. Engages and consults with our community to ensure local people, businesses and other stakeholders are well informed about our decisions and able to provide their input and feedback on decisions that impact them. Reports transparently on Council decisions and performance including through our <i>Annual Report</i>.	
Our organisation	Internal functions that lead and ensure the effective operation and continuous improvement of our organisation. Defines our strategies, manages risk, ensures strong governance and compliance with relevant laws. Provides the digital systems and technology we need to communicate and manage information. Manages a workforce of over 1,400 employees (equivalent to almost 772 full-time positions), an annual operating expenditure of over \$220 million and assets valued at \$2.8 billion.	
Your enquiries and requests	Our Service Centre responds to enquiries and requests received by telephone, in person at the Town Hall, via the website, email and other online methods.	
Your rates	Collects rates from the owners of 72,000 properties in the City of Glen Eira so that we can fund and deliver infrastructure and services. Calculates how much each property owner pays in rates based on property values. Applies pensioner rebates for eligible ratepayers. Collects the waste charge to fund rubbish and recycling collection and disposal. Collects the fire property services levy on behalf of the Victorian Government to support our emergency services.	

APPENDIX C: RELEVANT LEGISLATION AND EXTERNAL STRATEGIES, PLANS AND GUIDELINES

Local Government Act 2020

Under section 90 of the *Local Government Act 2020* all councils must adopt a *Council Plan* by 31 October in the year following a general election. The *Act* also states that the *Plan* must include:

PREScribed CONTENT	HOW WE ADDRESS THIS	PAGE
(a) the strategic direction of the Council	Our Strategic Directions for 2025–29 This <i>Plan</i> establishes four strategic directions. 1 Community safety, cohesion, health and wellbeing 2 Diverse, welcoming and accessible places 3 Environmental stewardship 4 Innovative and financially sustainable	22
(b) strategic objectives for achieving the strategic direction	Strategic objectives Our <i>Council Plan</i> sets 21 strategic objectives across our four strategic directions. These are the results that we want to achieve over four years to work towards the community's aspirations in the <i>Community Vision</i> .	30–77
(c) strategies for achieving the objectives for a period of at least the next four financial years	Strategies, plans and guiding documents Under each strategic direction we list the documents that we have adopted or plan to adopt to help us to achieve our strategic objectives.	35, 47–48, 60, 71
(d) strategic indicators for monitoring the achievement of the objectives;	Strategic indicators We have set at least one strategic indicator for each strategic objective. Where possible, we have provided context of what the current result is. We will provide an update of our strategic indicator results at least once per year in our <i>Annual Report</i> .	30–77
(e) a description of the Council's initiatives and priorities for services, infrastructure and amenity	Under each strategic objective we describe our strategic priorities. These priorities will guide us to choose the initiatives and projects to implement. Service priorities Our priorities for improving our services are found under strategic direction 4. In addition, each strategic direction includes a list and description of the services that we provide that support the intended impact of the direction. Infrastructure and amenity priorities Our priorities for developing, maintaining and improving our places and facilities are found under strategic directions 2 and 3.	30–77 85–89 49–54, 61–65

Public Health and Wellbeing Act 2008

Public Health and Wellbeing Act 2008 section 26(2) A municipal public health and wellbeing plan must —

PREScribed CONTENT	HOW WE ADDRESS THIS	PAGE
(a) include an examination of data about health status and health determinants in the municipal district;	A summary of the health status and health determinants of our residents in Glen Eira, can be found at www.gleneira.vic.gov.au/services/community-support/municipal-public-health-and-wellbeing-planning Supported by 'Health and wellbeing in Glen Eira'	23–25
(b) identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing;	Goals = Strategic objectives Strategies = Strategic priorities, service priorities	22
(ba) specify measures to prevent family violence and respond to the needs of victims of family violence in the local community;	Detailed in the strategic priorities of strategic objective 1.5	40
(d) specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the Public Health and Wellbeing Plan;	'Working in Partnership' Supported by 'key partnerships' in each strategic direction	33, 45, 58, 69
26(3) In preparing a municipal public health and wellbeing plan, a Council must have regard to the State Public Health and Wellbeing Plan prepared under section 49.	'Health and Wellbeing in Glen Eira'	23

Climate Change Act 2017

Public Health and Wellbeing Act 2008 in conjunction with the Climate Change Act 2017 —

PREScribed CONTENT	HOW WE ADDRESS THIS	PAGE
17 (1) The preparation of a municipal public health and wellbeing plan by a Council must have regard to the potential impact of climate change.	Strategic Direction 3 ‘Health and wellbeing priorities’ Climate change is a core health priority. Includes mitigation and adaptation strategies, such as urban greening, emissions reduction, and community resilience.	55–65 23–25

Disability Act 2006

PREScribed CONTENT	HOW WE ADDRESS THIS	PAGE
38 Disability Action Plans (1) A public sector body must ensure that a Disability Action Plan is prepared for the purpose of — (a) reducing barriers to persons with a disability accessing goods, services and facilities; (b) reducing barriers to persons with a disability obtaining and maintaining employment; (c) promoting inclusion and participation in the community of persons with a disability; (d) achieving tangible changes in attitudes and practices which discriminate against persons with a disability (5A) A Council must ensure that the matters referred to in subsection (1) are addressed in the Council Plan prepared under the <i>Local Government Act 2020</i> if the Council: (a) has determined not to prepare a Disability Action Plan; and (b) is not taken to have prepared a Disability Action Plan under subsection (2).	Throughout this plan, you’ll find the  icon, which highlights items that contribute to reducing barriers that may limit people with a disability from accessing goods, services or employment or from participating in community life.	

Gender Equality Act 2020

The *Gender Equality Act 2020 (Vic)* requires that all defined entities, including local councils, promote gender equality in policy, programs and services. This includes how councils plan, design and evaluate their strategic work.

PREScribed CONTENT	HOW WE ADDRESS THIS	PAGE
7 Duty to promote gender equality A defined entity must, in developing policies and programs and in delivering services that are to be provided to the public, or have a direct and significant impact on the public — a) consider and promote gender equality; and b) take necessary and proportionate action towards achieving gender equality.	The <i>Plan</i> considers and promotes gender equality by integrating gender equality across its strategic directions, objectives and service delivery in the following ways: • A Gender Impact Assessment was completed during the development of the Plan. It assessed how policies, programs, and services affect people of different genders and recommended actions to: - o Embed intersectional gender equity in strategic directions - o Ensure inclusive outcomes across infrastructure, services, governance, and partnerships • The <i>Plan</i> applies an intersectional lens, acknowledging how gender inequality can be compounded by other forms of disadvantage (e.g. disability, age, ethnicity, sexual orientation). • Strategic objective 1.5 explicitly addresses gender-based violence and includes: - o Primary prevention initiatives targeting the gendered drivers of violence - o Community education on respectful relationships and bystander behaviour - o Support for those affected by family violence • The <i>Glen Eira 2040 Community Vision</i> prioritises an 'inclusive and healthy community', with equitable access to public resources and celebration of diverse identities.	27–29 40 17

Gender Equality Act 2020 continued

PRESCRIBED CONTENT	HOW WE ADDRESS THIS	PAGE
9 Defined entity must undertake gender impact assessments (1) A defined entity must undertake a gender impact assessment when developing or reviewing any policy of, or program or service provided by, the entity that has a direct and significant impact on the public. (2) A gender impact assessment must — a) assess the effects that the policy, program or service may have on persons of different genders; and b) state how the policy, program or service will be developed or varied in order to— (i) meet the needs of persons of different genders; and (ii) address gender inequality; and (iii) promote gender equality; and c) if practicable, take into account that gender inequality may be compounded by disadvantage or discrimination that a person may experience on the basis of any of the following— (i) Aboriginality; (ii) age; (iii) disability; (iv) ethnicity; (v) gender identity; (vi) race; (vii) religion; (viii) sexual orientation.	A Gender Impact Assessment was completed to inform the development of the <i>Council Plan</i>. The assessment highlights the importance of embedding intersectional gender equity into the <i>Council Plan</i>'s strategic direction, language, and commitments. It outlines opportunities to improve the visibility of equity in our long-term goals and ensure that initiatives across infrastructure, services, governance and partnerships actively consider and address the different impacts on women, men and gender-diverse people. The recommended options include both foundational and programmatic actions to support more inclusive, transparent and equitable outcomes for the community.	

Legislation and our strategic directions

Our strategic directions are established and implemented considering the objectives of Victorian and Australian laws and our powers, functions and duties under those laws. All strategic directions are supported by the *Local Government Act 2020*; other relevant legislation is listed below. This list is not exhaustive, and some Acts have associated regulations.

1 Community safety, cohesion, health and wellbeing

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT
• <i>Charter of Human Rights and Responsibilities Act 2006</i> • <i>Child Wellbeing and Safety Act 2005</i> • <i>Climate Action Act 2017</i> • <i>Disability Act 2006</i> • <i>Equal Opportunity Act 2010</i> • <i>Family Violence Protection Act 2008</i> • <i>Gender Equality Act 2020</i> • <i>Public Health and Wellbeing Act 2008</i>	• <i>Age Discrimination Act 2004</i> • <i>Disability Discrimination Act 1992</i> • <i>Racial Discrimination Act 1975</i> • <i>Sex Discrimination Act 1984</i>

2 Diverse, welcoming and accessible places

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT
• <i>Crown Land (Reserves) Act 1978</i> • <i>Land Acquisition and Compensation Act 1986</i> • <i>Land Act 1958</i> • <i>Planning and Environment Act 1987</i> • <i>Retail Leases Act 2003</i> • <i>Property Law Act 1958</i> • <i>Road Management Act 2004</i> • <i>Sale of Land Act 1962</i> • <i>Subdivision Act 1988</i> • <i>Transfer of Land Act 1958</i> • <i>Valuation of Land Act 1960</i> • <i>Wrongs Act 1958</i>	• <i>Disability Discrimination Act 1992</i> • <i>Native Title Act 1993</i> • <i>Telecommunications Act 1997</i>

Legislation and our strategic directions continued

3 Environmental stewardship

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT
• <i>Climate Action Act 2017</i> • <i>Circular Economy (Waste Reduction and Recycling) Act 2021</i> • <i>Environment Protection Act 2017</i> • <i>Flora and Fauna Guarantee Act 1988</i> • <i>Planning and Environment Act 1987</i> • <i>Water Act 1989</i> • <i>Water Industry Act 1994</i>	

4 Innovative and financially sustainable

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT
• <i>Charter of Human Rights and Responsibilities Act 2006</i> • <i>Equal Opportunity Act 2010</i> • <i>Freedom of Information Act 1982</i> • <i>Gender Equality Act 2020</i> • <i>Local Government Act 1989</i> • <i>Occupational Health and Safety Act 2004</i> • <i>Privacy and Data Protection Act 2014</i> • <i>Public Records Act 1973</i>	• <i>Disability Discrimination Act 1992</i> • <i>Fair Work Act 2009</i>

External strategies plans or guidelines and our strategic directions

1 Community safety, cohesion, health and wellbeing

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT	PARTNERS
• <i>Safe and Strong: A Victorian Gender Equality Strategy</i> • <i>Victorian Climate Change Strategy</i> • <i>Victorian Free from Violence Strategy and Action Plans (2017–2037)</i> • <i>Victorian LGBTQ+ Strategy (2022–2032)</i> • <i>Victorian Public Health and Wellbeing Plan (2023–2027)</i>	• <i>National Action Plan for the Health and Wellbeing of LGBTQIA+ People (2025–2035)</i> • <i>National Preventive Health Strategy (2021–2030)</i>	• <i>Women's Health in the South East Promoting Respect and Equity Together</i>

2 Diverse, welcoming and accessible places

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT	PARTNERS
• <i>Kindergarten Infrastructure and Services Plan — City of Glen Eira</i> • <i>Local Government Best Practice Guidelines for the Sale and Exchange of Land</i> • <i>Plan for Victoria</i> • <i>Victorian Government Land Monitor Policy</i> • <i>Victorian Housing strategy</i> • <i>Victorian Infrastructure Strategy</i>	• <i>National Competition Policy</i>	-

3 Environmental stewardship

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT	PARTNERS
• <i>Victorian Climate Change Strategy</i> • <i>Victorian Air Quality Strategy</i>	• <i>National Climate Resilience and Adaptation Strategy</i> • <i>National Clean Air Agreement</i>	• <i>Dandenong Catchment-Scale Integrated Water Management Plan</i> • <i>Elster Creek Catchment Flood Management Plan</i>

4 Innovative and financially sustainable

VICTORIAN GOVERNMENT	AUSTRALIAN GOVERNMENT	PARTNERS
• <i>Victorian Government Local Government Planning and Reporting Guides and Templates</i>	-	-

APPENDIX D: DEFINITIONS AND GLOSSARY

Strategic and planning terms

Strategic direction: A broad focus area that guides Council's priorities and actions.

Strategic objective: A specific goal Council aims to achieve within a strategic direction.

Strategic indicator: A measure used to track progress toward a strategic objective.

Strategic priority: a focus area identified by Council as essential to achieving its strategic objectives and delivering services, infrastructure, and amenity improvements.

Community Vision: A long-term aspiration developed with community input that guides Council planning.

Integrated Planning and

Reporting Framework (IPRF):

A document that provides processes to ensure our planning and reporting are aligned and coordinated.

Our roles

Regulator: Our role in enforcing laws and regulations.

Provider: Our role in delivering services and infrastructure.

Partner: Our role in working with other organisations to deliver outcomes.

Advocate: Our role in representing community interests to other levels of government.

Educator: Our role in informing and empowering the community.

Inclusion and equity

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.

Gender equity: Fair treatment and opportunities for all genders.

Health equity: Ensuring everyone has a fair opportunity to be healthy, regardless of their background.

Intersectionality: The way different aspects of a person's identity (e.g. gender, race, disability) combine to affect their experiences.

Universal design: Designing spaces and services to be accessible to all people, regardless of ability.

Community and safety

Crime Prevention Through Environmental Design (CPTED):

A design approach that reduces crime by improving visibility, lighting, and layout.

Amenity: The pleasantness and usability of a place, including cleanliness, safety, and facilities.

Environment and sustainability

Urban greening: Increasing vegetation in urban areas to improve environmental and health outcomes.

Biodiversity: The variety of plant and animal life in an area.

Circular economy: A system that reduces waste by reusing, recycling, and repurposing materials.

Caring for Country: A First Nations concept of caring for the land, water, and natural systems in a holistic and respectful way.

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 CO2 equivalent (CO2-e)

Health and wellbeing

Determinants of health: The social, economic, and environmental factors that influence health.

Preventive health: Actions taken to prevent illness or injury rather than treat it.

Active living: Incorporating physical activity into daily life.

Legislation and policy

Disability Action Plan: A plan to reduce barriers and promote inclusion for people with disabilities.

Gender Impact Assessment:

A process to assess how policies or programs affect people of different genders.



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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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.nrs.vic.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

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

www.instagram.com/gleneiralibraries

Glen Eira sustainable living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices