

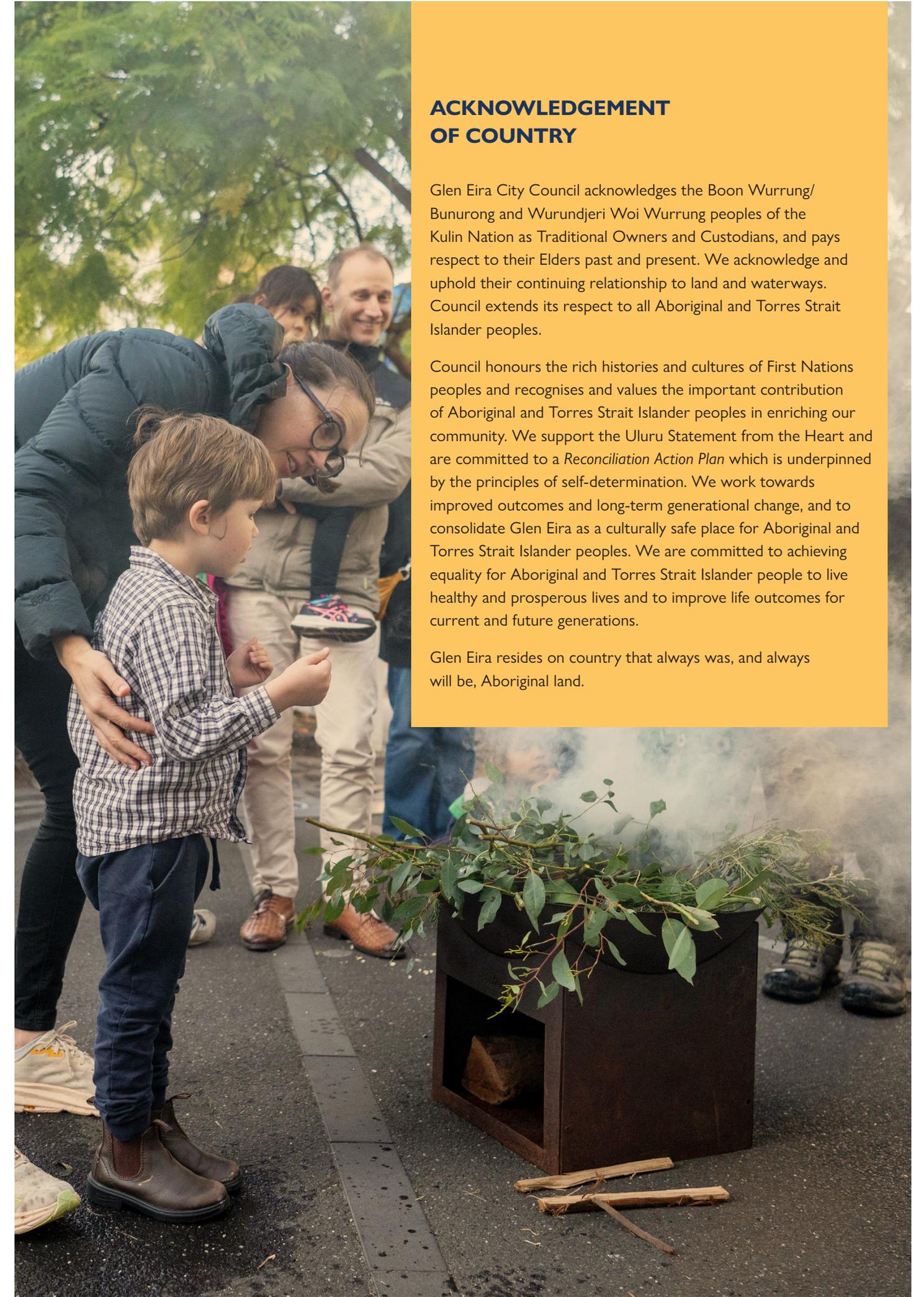


GLEN EIRA  
CITY COUNCIL

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

# Glen Eira City Council Council Plan Action Plan 2025–2026





## 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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# ACTION PLAN 2025–2026

# COUNCIL PLAN

## 2025–2029

The *Council Plan* has been developed in collaboration with our community and responds to our most important priorities for the next four years. 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 the *Council Plan*.

### Our health and wellbeing priorities

To understand what matters most to our community when it comes to health and wellbeing, we engaged widely with local residents, community groups, and stakeholders. We also carefully reviewed existing strategies, local health and social data, community feedback, and key legislation—especially the Victorian *Public Health and Wellbeing Plan 2023–2027*.

From this, we identified the following key priorities for action:

- > Preventing all forms of violence
- > Increasing active living
- > Improving wellbeing
- > Reducing harm and
- > Addressing the health impacts of climate change

These priorities will guide our work in creating a healthier, safer, and more connected community.

### Annual Action Plan 2025–2026

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

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

To keep our community informed, we'll report on our progress every six months, with updates provided in January and July 2026.



Community safety, cohesion,  
health and wellbeing



Diverse, welcoming and  
accessible places



Environmental  
stewardship



Innovative and  
financially sustainable



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

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

We'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, 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.



Throughout this *Plan*, you'll find the ♥ icon, which highlights actions that support our community's key health and wellbeing priorities and the 🔑 icon, which highlights items that help reduce barriers for people with disability (non-visible and visible) — whether it's improving access to services, employment, or participation in community life.

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# STRATEGIC OBJECTIVE 1.1

## OUR COMMUNITY FEELS SAFER

### Strategic priorities and indicators

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

### Major initiatives

<p>1.1.1 Continue the Social Cohesion Taskforce to lead coordinated efforts in preventing and responding to racism and division ♥</p>	<ul style="list-style-type: none"> <li>Prioritised <i>Action Plan</i> developed and delivered</li> </ul>
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### Actions to achieve the strategic objectives

Action	Deliverable
<p>1.1.2 Develop a <i>Community Safety Framework</i> to guide local safety and cohesion initiatives ♥</p>	<ul style="list-style-type: none"> <li><i>Framework</i> endorsed by Council.</li> <li><i>Framework</i> implemented</li> </ul>
<p>1.1.3 Collaborate with stakeholders to ensure community safety when using Council services or attending Council events ♥</p>	<ul style="list-style-type: none"> <li>Glen Eira Respectful Interaction Policy adopted by Council</li> <li>Regular communication with Victoria Police</li> <li>‘Coffee with a cop’ sessions at Glen Eira facilities</li> </ul>
<p>1.1.4 Provide opportunities for the community to improve their understanding of online safety ♥</p>	<ul style="list-style-type: none"> <li>Four learning opportunities on topics such as cyber security delivered</li> </ul>

# STRATEGIC OBJECTIVE 1.2

## OUR VIBRANT ARTS AND CULTURE PROGRAMS STRENGTHEN THE COHESION OF OUR COMMUNITY

### Strategic priorities and indicators

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

### Actions to achieve the strategic objectives

Action	Deliverable
<p>1.2.1 Provide opportunities for our community to connect within their local neighbourhoods ♥</p>	<ul style="list-style-type: none"> <li>• Annual series of events or programs in various locations throughout the municipality</li> </ul>
<p>1.2.2 Deliver inclusive and accessible events and programs that bring our diverse community together ♥♿</p>	<ul style="list-style-type: none"> <li>• Culturally diverse events including <i>Lunar New Year</i> and <i>Diwali</i> held</li> <li>• Program developed and delivered for events for those with visible and non-visible disabilities</li> <li>• Peer support social events for people with Autism delivered</li> <li>• <i>Harmony Week</i> events held</li> <li>• Women's only and Culturally and Linguistically Diverse (CALD) swimming lessons delivered</li> <li>• <i>International Day of People With a Disability</i> event held</li> </ul>
<p>1.2.3 Promote our events and programs to ensure the community are aware and engaged ♥♿</p>	<ul style="list-style-type: none"> <li>• Accessibility checklist developed to assist in community event planning</li> <li>• Printed and online libraries, arts and culture programs accessible to all</li> </ul>
<p>1.2.4 Recognise and celebrate First Nations culture and histories by implementing targeted arts and cultural programming for First Nations people</p>	<ul style="list-style-type: none"> <li>• Two programs per year held featuring First Nations people</li> <li>• Mobtix available at First Nations events</li> <li>• Dedicated Expression of interest (EOI) on website for First Nations artists</li> </ul>

# STRATEGIC OBJECTIVE 1.3

## OUR COMMUNITY HAS A STRONG SENSE OF CONNECTION AND BELONGING

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>• support social cohesion initiatives that promote respect, inclusion and improve access to opportunities for connection</li> <li>• improve the accessibility of programs, services and facilities that we and our partners provide to the community</li> <li>• improve our approach to promoting diversity and inclusion, gender equity and supporting people with disability (non-visible and visible) </li> <li>• prioritise support for those experiencing social isolation, vulnerable families, people living with chronic illness and those whose health may be impacted climate change</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase opportunities to be active and involved in the community</li> <li>• Maintain or increase quality of life in the Glen Eira</li> <li>• Maintain the number of community groups awarded grants</li> </ul>

### Major initiatives

<p>1.3.1 Strengthen the capacity and engagement of the First Nations community within Glen Eira</p>	<ul style="list-style-type: none"> <li>• Adopt inclusive terminology for First Nations peoples and Traditional Owners</li> <li>• Refine traditional owner engagement protocols</li> <li>• Progress <i>Reconciliation Action Plan (RAP)</i> for Reconciliation Australia approval</li> <li>• Complete review of Closing the Gap (CTG) report</li> </ul>
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## Actions to achieve the strategic objectives

Action	Deliverable
1.3.2 Develop a whole-of-Council <i>Diversity and Inclusion framework</i> 	<ul style="list-style-type: none"> <li>• Council’s cultural diversity and inclusion policies and practices benchmarked across the whole organisation.</li> <li>• <i>Diversity and Inclusion Framework</i> adopted by Council.</li> </ul>
1.3.3 Develop an approach to supporting the LGBTIQ+ community within Glen Eira 	<ul style="list-style-type: none"> <li>• <i>Rainbow Ready Roadmap</i> commenced.</li> <li>• Partnership with Pride South east Alliance formed</li> <li>• <i>Trans Awareness Week, IDAHOBIT, and Pride Week</i> events held</li> </ul>
1.3.4 Review the community grants program to respond to current and emerging community needs 	<ul style="list-style-type: none"> <li>• Community Grants Policy endorsed</li> <li>• <i>Community Grants Guidelines</i> released</li> <li>• Revised grants program awarded</li> <li>• Community Grants web page updated</li> </ul>
1.3.5 Facilitate capacity-building and collaboration for neighbourhood houses and community groups to strengthen partnerships, share resources, and expand support services and volunteering across Glen Eira 	<ul style="list-style-type: none"> <li>• Scope prepared for a leadership program for community organisations including Service Level Agreements</li> <li>• Community Contacts webpage updated.</li> </ul>
1.3.6 Review and deliver the community and business awards and recognition programs	<ul style="list-style-type: none"> <li>• Review of community and business awards programs completed</li> <li>• One round of revised awards delivered</li> </ul>
1.3.7 Commence <i>Welcoming Cities</i> membership to advance our community so everyone can belong and participate in social, cultural, economic and civic life  	<ul style="list-style-type: none"> <li>• Participation in <i>Welcoming Cities</i> forums</li> <li>• Development of intercouncil social cohesion forum explored</li> <li>• Capacity building of Council and community leader representatives</li> </ul>
1.3.8 Engage with individuals and organisations who are at high-risk of experiencing the impacts of climate change to assist them to protect themselves 	<ul style="list-style-type: none"> <li>• Engage with at least three at risk groups</li> <li>• Identify the barriers faced by those most at risk of experiencing the impacts of climate change</li> <li>• Plan developed</li> </ul>

# STRATEGIC OBJECTIVE 1.4

## OUR COMMUNITY HAS IMPROVED PHYSICAL AND MENTAL HEALTH AND WELLBEING

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>increase collaboration and partnerships to enhance the health, wellbeing and resilience of the community</li> <li>raise awareness of issues impacting our community, such as mental health, cost-of-living pressures, affordable housing, and homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or increase Glen Eira Leisure Every Body Active support hours 🔑</li> <li>Maintain or increase Glen Eira Leisure membership</li> <li>Decrease self-reported psychological distress</li> <li>Increase residents meeting physical activity guidelines</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>1.4.1 Develop a revised approach to our planning for passive and active recreation in Glen Eira ❤️</p>	<ul style="list-style-type: none"> <li>Review of <i>Glen Eira GET Active</i> conducted</li> <li>Review of <i>Glen Eira Active Recreation Action Plan</i> conducted</li> <li>Revised approach presented to Council</li> </ul>
<p>1.4.2 Partner with local providers and community groups to deliver initiatives that help homeless individuals access essential services and find stability ❤️🔑</p>	<ul style="list-style-type: none"> <li>Homelessness protocol developed and endorsed by Council</li> <li>Partnerships with local providers and community groups established</li> <li>Advocacy campaign</li> </ul>
<p>1.4.3 Partner with Bicycle Network to promote the health benefits of walking and cycling to school</p>	<ul style="list-style-type: none"> <li>At least one school cycling event held</li> </ul>
<p>1.4.4 Promote and deliver campaigns that support improved health and wellbeing for all ❤️</p>	<ul style="list-style-type: none"> <li>Free <i>Active Communities</i> program delivered</li> <li>Skin checks provided</li> <li>Hearing checks conducted</li> <li>Body scans offered</li> <li>Group exercise and wellness classes delivered</li> </ul>
<p>1.4.5 Co-design a wellbeing initiative for youth to help address mental health and social connection ❤️</p>	<ul style="list-style-type: none"> <li>Report on program design delivered</li> <li>Initiative delivered</li> </ul>

# STRATEGIC OBJECTIVE 1.5

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

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>• raise community awareness of the harms from tobacco and vaping, alcohol and gambling and preventable illness</li> <li>• promote healthy lifestyles by sharing information and encouraging behaviour change</li> <li>• strengthen gender equity and prevention of family violence and all forms of violence against women and children</li> </ul>	<ul style="list-style-type: none"> <li>• 73 per cent or greater participation in maternal child health programs</li> <li>• Maintain or increase immunisation attendances</li> <li>• We will work to develop an indicator to measure prevention, promotion, participation and gender equity in programs over the life of the plan</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>1.5.1 Design and implement a program of initiatives to prevent all forms of gendered violence </p>	<ul style="list-style-type: none"> <li>• Community education initiatives delivered</li> <li>• Partnerships fostered including Women’s Health in the South East</li> <li>• Internal training designed and delivered</li> <li>• Advocacy campaign delivered</li> <li>• Advocacy events held</li> </ul>
<p>1.5.2 Design and implement a targeted advocacy and education campaign to reduce the impact of gambling-related harm </p>	<ul style="list-style-type: none"> <li>• Advocacy campaign developed</li> <li>• Community education program developed</li> <li>• Partnerships with organisations formed to enable information sharing</li> </ul>
<p>1.5.3 Promote healthy eating by prioritising nutritious food and drink options at Council-run events to support healthy food environments in community settings </p>	<ul style="list-style-type: none"> <li>• Healthy alternatives available at outdoor events</li> <li>• Healthy alternatives promoted as part of advertising</li> </ul>
<p>1.5.4 Promote healthy lifestyles through education, service and programming </p>	<ul style="list-style-type: none"> <li>• Four campaigns promoting Glen Eira Libraries and what they offer, including Library of Things</li> <li>• Maternal and child health healthy lifestyle programs delivered with consideration for the diverse needs of our community, including those who may face barriers to access or participation</li> </ul>



## STRATEGIC DIRECTION 2: DIVERSE, WELCOMING AND ACCESSIBLE PLACES

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

We'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 UV 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.



# STRATEGIC OBJECTIVE 2.1

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

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>enhance our parks, gardens, playgrounds and open spaces so they are inclusive, sustainable and responsive to community needs</li> <li>ensure equitable access to our facilities for women and girls</li> <li>progress the development of new public open space, advocating for funding to other levels of government</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or increase investment in disability (non-visible and visible) access improvements</li> <li>Maintain or increase library visits per head of population</li> <li>Increase community open space facility bookings</li> <li>Maintain or increase investment in open space</li> <li>Maintain or increase community satisfaction with Recreation Facilities</li> </ul>

### Major initiatives

<p>2.1.1 Begin construction of the Mackie Road Reserve Pavilion Bentleigh East</p>	<ul style="list-style-type: none"> <li>Demolition of the existing facility</li> <li>Construction of a new pavilion to accommodate the growing needs of tenant sports clubs including:                             <ul style="list-style-type: none"> <li>(a) catering for growing female participation,</li> <li>(b) increasing junior participation and</li> <li>(c) club social activities.</li> </ul> </li> <li>This project is in partnership with the Victorian Government</li> </ul>
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# STRATEGIC OBJECTIVE 2.1

## Continued

### Actions to achieve the strategic objectives

Action	Deliverable
2.1.2 Construct a dog park at Orange Street, Bentleigh East in partnership with the Victorian Government ❤️	<ul style="list-style-type: none"> <li>• Dog park at Orange Street, Bentleigh East open to the community</li> </ul>
2.1.3 Provide access to promote inclusion and diversity within our facilities in response to community needs and in consultation with disability (non-visible and visible) groups on design ❤️ 🔑	<ul style="list-style-type: none"> <li>• Works to improve existing building accessibility of McKinnon Hall, Moorleigh Village, Bentleigh East and Glover Street, Bentleigh East Kindergarten to comply with Disability Discrimination Act (DDA) requirements</li> <li>• Empathetic parking bays installed to support people with disabilities, seniors and parents with pram to access parks, reserves and community facilities at 21 locations in Murrumbeena, Carnegie, Ormond, Elsternwick, Caulfield East and Bentleigh East</li> </ul>
2.1.4 Advocate to maximise the access to, and the development of community and open space infrastructure on the Caulfield Racecourse reserve ❤️	<ul style="list-style-type: none"> <li>• Work with the Caulfield Racecourse Reserve Trustees, Melbourne Racing Club and emerging stakeholders/property partners to deliver improved access to the Caulfield Racecourse reserve including:                             <ul style="list-style-type: none"> <li>(a) upgrades to existing tunnels for improved cyclist and pedestrian access,</li> <li>(b) new access points</li> <li>(c) ‘new outer track’ around the perimeter of the reserve, consistent with the vision of the <i>Caulfield Structure Plan</i></li> </ul> </li> </ul>
2.1.5 Explore opportunities for new public open spaces in areas lacking in accessible space, to serve our current and future community ❤️	<ul style="list-style-type: none"> <li>• Endorsed landscape concept plans for The Elsternwick Club future open space, which provide a range of activities, social elements and biodiversity enhancements.</li> <li>• Prepare a report for Council on the investigation into temporary open space options</li> </ul>

## STRATEGIC OBJECTIVE 2.2 OUR PLACES ARE SAFE, HEALTHY AND VERSATILE

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>• deliver facilities and infrastructure that encourage community health and wellbeing including parks, footpaths, facilities and support for participation in sport and recreation</li> <li>• 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</li> <li>• develop plans to enhance and activate the Town Hall Precinct in Caulfield as a thriving community hub</li> <li>• increase community awareness of our community facilities and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain or increase community satisfaction with enforcement of local laws</li> <li>• Enhance amenity and safety through public space patrols</li> <li>• Increase community room bookings</li> </ul>

### Major initiatives

<p>2.2.1 Works to improve safety around schools and shopping centres — construct safety features in seven locations</p>	<ul style="list-style-type: none"> <li>• Completion of works including:                             <ol style="list-style-type: none"> <li>(a) Roundabout works at the Patterson Road-Allnut Street-Mitchell Street roundabout, Bentleigh</li> <li>(b) Intersection works along Glen Huntly Road, Elsternwick which aim to reduce vehicle speeds and provide a continuous footpath connection across the side road intersections.</li> <li>(c) Speed humps on Adrian Street at Celia Street, Bentleigh East</li> <li>(d) Splitter islands at intersections in four locations in Elsternwick</li> <li>(e) Works including lighting, line marking and signage changes at Marara Road-Narrawong Road, Caulfield South</li> <li>(f) Safety treatments around Coatesville Primary School, Bentleigh East and</li> <li>(g) Traffic improvements in Cecil Street, Bentleigh East.</li> </ol> </li> </ul>
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## STRATEGIC OBJECTIVE 2.2

### Continued

#### Actions to achieve the strategic objectives

Action	Deliverable
2.2.2 Improve facilities at Packer Park, Carnegie	<ul style="list-style-type: none"> <li>Upgrade 3-bay cricket net training facility to a 5-bay multipurpose facility with a basketball ring and futsal goals.</li> <li>Relocation of the existing golf cage facility.</li> </ul>
2.2.3 Renew playgrounds to enhance accessibility and safety	<ul style="list-style-type: none"> <li>Completion of playground renewals at Victory Park, Bentleigh, Greenmeadows Gardens, St Kilda East, Packer Park, Carnegie and Glen Huntly Park</li> </ul>
2.2.4 Develop a <i>Community Infrastructure Plan</i> to respond to current and emerging community needs.	<ul style="list-style-type: none"> <li><i>Community Infrastructure Plan</i> developed</li> <li>Draft plan presented to Council</li> </ul>
2.2.5 Plan for Town Hall in Caulfield precinct to optimise connectivity, access and community use	<ul style="list-style-type: none"> <li>Stage one <i>Caulfield Civic Precinct Masterplan</i></li> <li>Improve site connectivity and access</li> <li>Enhance green spaces</li> <li>Ensure adaptive re-use of existing assets</li> </ul>
2.2.6 Develop and adopt a Public Lighting Policy	<ul style="list-style-type: none"> <li>Public lighting policy adopted</li> </ul>

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

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>collaborate with local traders’ associations, business networks and community groups to revitalise shopping strips, deliver improvements to local amenity and encourage economic activity</li> <li>enhance the appeal, amenity, cleanliness and accessibility of our activity centres</li> <li>adopt a holistic approach to economic development including consideration of wellbeing economy principles</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or increase retail occupancy rate</li> <li>Maintain community satisfaction with the appearance of public areas</li> <li>Maintain or increase investment in activity centres</li> <li>Maintain or increase the frequency of our cleansing services within our Activity Centres</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>2.3.1 Deliver improvements to Bentleigh Activity Centre streetscape</p>	<ul style="list-style-type: none"> <li>Improve footpaths, garden beds, street trees and seating areas along Centre Road near Thomas Street, Bentleigh</li> </ul>
<p>2.3.2 Complete streetscape and public toilet upgrades to Staniland Grove, Elsternwick ❤️</p>	<ul style="list-style-type: none"> <li>Improvements to footpaths, garden beds and street trees completed</li> <li>Seating areas completed</li> <li>Construction of new public toilet facility completed</li> </ul>
<p>2.3.3 Deliver stage one of the Koornang Road streetscape revitalisation project in the Carnegie Activity Centre</p>	<ul style="list-style-type: none"> <li>Delivery of stage one upgrades to the public seating areas in one kerb outstand on Koornang Road including upgrades to the footpath, street furniture and landscaping</li> <li>Preparation of draft <i>Masterplan</i> for the commercial strip between Neerim and Dandenong Road, Carnegie</li> </ul>

## STRATEGIC OBJECTIVE 2.3

### Continued

#### Actions to achieve the strategic objectives

Action	Deliverable
2.3.4 Deliver the second year actions of the <i>Glen Eira Economic Development Action Plan 2024–26</i>	All second year actions delivered, including: <ul style="list-style-type: none"> <li>(a) Business support and engagement</li> <li>(b) Vibrant activity centre and community activations</li> <li>(c) Strategic partnerships and inclusive economic development</li> </ul>
2.3.5 Implement year three actions from the <i>Glen Eira Placemaking Strategy 2023–27</i>	Third year actions delivered including: <ul style="list-style-type: none"> <li>(a) Round two of the <i>Community Place Projects</i></li> <li>(b) Signage along the Boyd Family Walking Tour installed</li> <li>(c) Caulfield rail underpass murals and</li> <li>(d) Deliver a First Peoples' public art project in one activity centre.</li> </ul>
2.3.6 Review parking management in Carnegie, Elsternwick and Bentleigh activity centres to help people find spaces, improve turnover and support funding for local upgrades.	<ul style="list-style-type: none"> <li>• Community consultation report</li> <li>• Parking management options recommended for Council's consideration</li> <li>• Commence implementation</li> </ul>

# STRATEGIC OBJECTIVE 2.4

## OUR PLACES ARE WELL CONNECTED BY A VARIETY OF TRANSPORT OPTIONS

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>• increase and enhance walking, cycling, active and accessible transport options such as footpaths, shared paths, bike parking, crossings, wayfinding and lighting</li> <li>• advocate to the Victorian Government for more accessible bus and tram stops and improved actual and perceived safety at stops for all users </li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Increase community satisfaction with the condition of local streets and footpaths in your area</li> <li>• Maintain or increase investment in active travel</li> </ul>

### Major initiatives

<p>2.4.1 Spend over \$2 million in our footpath renewal program including repair and replace broken footpaths in priority locations</p>	<ul style="list-style-type: none"> <li>• Enhancement of Council’s footpath network condition through the delivery of the footpath renewal program</li> <li>• Minimum 10,000 square meters of footpaths renewed</li> <li>• Minimum 22,000 trip hazards removed by mechanical grinding</li> </ul>
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## STRATEGIC OBJECTIVE 2.4

### Continued

#### Actions to achieve the strategic objectives

Action	Deliverable
2.4.2 Deliver a detailed design to improve cycling connections between Queens Avenue, Caulfield East and the Djerring Trail 	<ul style="list-style-type: none"> <li>• Changes identified for line-marking, traffic signals and minor kerb adjustments</li> <li>• Intersection upgrades delivered for Normanby Road, Caulfield North</li> <li>• Queens Avenue Caulfield North underpass improvement delivered</li> </ul> <p>Note: Design approved for construction in 2025/26 financial year</p>
2.4.3 Improve condition of Council roads and footpaths guided by the <i>Roads Asset Management Plan</i>	<ul style="list-style-type: none"> <li>• Completion of the road reconstruction program planned at: Lord Street, Caulfield East and Maple Street, Caulfield South</li> <li>• 44,000 sqm of roads resurfaced in 23 streets along with footpaths, kerb and channel and drainage, signs and other operational works completed</li> <li>• Communication with the community to help them understand the roads that Council has control over</li> </ul>
2.4.4 Deliver stage one of the Frankston Rail Trail upgrades to improve the safety and journey experience for people walking and riding 	<ul style="list-style-type: none"> <li>• New traffic calming treatments and bike stencils between Centre and South Roads, Bentleigh</li> <li>• Ramps on and off existing shared use paths</li> <li>• New signs</li> </ul>
2.4.5 Design and deliver active transport and landscape improvements along the trainline in Elsternwick to make it easier for people riding bikes and safer for all users (Glen Eira Green Link)  	<ul style="list-style-type: none"> <li>• Landscaping and active travel safety improvements delivered including:                         <ol style="list-style-type: none"> <li>(a) Transport and landscaping design completed</li> <li>(b) Ramps, line-markings and signs at the entrance to Ripon Grove from Hotham Street, Elsternwick</li> <li>(c) Landscaping improvements along Rippon Grove and the railway fence</li> </ol> </li> </ul>

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

## Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>• advocate to the Victorian Government for housing diversity outcomes that maintain our unique local identity</li> <li>• advocate for improved social and affordable housing outcomes</li> <li>• increase our advocacy to all levels of government to take action on housing stress and housing diversity in our community</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain or decrease the percentage of canopy tree removal permits issued</li> <li>• Increase the number of heritage places and precincts identified</li> </ul>

## Actions to achieve the strategic objectives

Action	Deliverable
<p>2.5.1 Advocate to both the Victorian and Australian Governments for social and affordable housing initiatives</p>	<ul style="list-style-type: none"> <li>• Partnerships with registered housing providers to deliver social and affordable housing options</li> <li>• Advocacy with Victorian and Australian Governments conducted</li> </ul>
<p>2.5.2 Assess and protect places of heritage significance</p>	<ul style="list-style-type: none"> <li>• Murrumbeena heritage review completed</li> <li>• Planning scheme amendments commenced to implement the Caulfield North and Caulfield South/Gardenvale heritage review recommendations</li> </ul>
<p>2.5.3 Facilitate and advocate for quality urban planning outcomes for our City</p>	<ul style="list-style-type: none"> <li>• Continued advocacy to Victorian Government for the authorisation of Council's <i>activity centre structure plan</i> and heritage amendments to provide clarity around housing growth in our major activity centres</li> <li>• Active participation and advocacy for acceptable planning outcomes through the Victorian Government's <i>activity centre plans</i></li> </ul>

## 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.

Together with our community, we're working to cut emissions, cool our City, reduce landfill, 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.



## STRATEGIC OBJECTIVE 3.1 OUR URBAN GREENERY AND BIODIVERSITY ARE ENHANCED

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>maintain and expand our urban tree canopy and biodiversity plantings</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or increase trees planted annually, prioritising indigenous species where possible and appropriate</li> <li>Maintain or increase indigenous trees and understory plantings</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>3.1.1 Hold community indigenous planting events and indigenous plant giveaways in partnership with Traditional Owners</p>	<ul style="list-style-type: none"> <li>Community indigenous planting events held in collaboration Traditional Owners</li> <li>Community indigenous plant giveaways in collaboration Traditional Owners</li> </ul>
<p>3.1.2 Carry out biodiversity surveys at target sites in Glen Eira to assess, prioritise and protect local flora and fauna</p>	<ul style="list-style-type: none"> <li>Biodiversity surveys conducted to assess local flora and fauna across identified target sites</li> <li>Commence development of management plans prepared for areas of significant biodiversity value</li> </ul>

## STRATEGIC OBJECTIVE 3.2 OUR AIR AND WATERWAYS ARE HEALTHY

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>collaborate with our partners to raise community awareness and support and promote community education about preventing pollution and improving air quality</li> <li>encourage environmentally sustainable and water-sensitive urban design</li> <li>enhance our approach to integrated water management and stormwater systems</li> </ul>	<ul style="list-style-type: none"> <li>Water sensitive urban design assets installed</li> <li>Air quality – during the term of this <i>Council Plan</i>, we will explore developing a strategic indicator for measuring/monitoring air quality in conjunction with actions within the <i>Climate Emergency Response Strategy</i></li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>3.2.1 Identify sources of air pollution impacting Glen Eira and develop an approach for Council to address them ♥</p>	<ul style="list-style-type: none"> <li>Research commissioned to identify and analyse sources of harmful air pollutants across Glen Eira</li> <li>Research report identifying air pollution sources, and those that are the most harmful to our environment and community</li> <li>Report to Council recommending actions Council may take within its authority to address the research findings.</li> </ul>
<p>3.2.2 Educate and inform the Glen Eira community about protecting waterways from the impacts of litter and pollutants</p>	<ul style="list-style-type: none"> <li>Community events focussed on improving waterway health and litter reduction conducted</li> <li>Glen Eira approach to reduce litter impacting the Elster Creek developed connecting Brighton East to McKinnon</li> </ul>
<p>3.2.3 Work in partnership with Melbourne Water and Bayside, Kingston and Port Phillip Councils to review the <i>Elster Creek Catchment Flood Management Plan</i></p>	<ul style="list-style-type: none"> <li>Updated draft <i>Elster Creek Catchment Flood Management Plan</i> developed</li> </ul>

# STRATEGIC OBJECTIVE 3.3 COUNCIL AND COMMUNITY EMISSIONS ARE REDUCED

## Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>• deliver and enhance the accessibility of low-emission technologies across our assets and services through partnerships with others (e.g. EVs, solar, energy efficiency)</li> <li>• raise community awareness about reducing energy use, clean energy adoption and sustainable transport</li> </ul>	<ul style="list-style-type: none"> <li>• Zero council emissions from natural gas, fuel, refrigerant and electricity usage by 2031</li> <li>• Community emissions — during the term of this plan, we will explore developing a strategic indicator for measuring/monitoring community emissions in conjunction with actions within the <i>Climate Emergency Response Strategy</i></li> </ul>

## Major initiatives

<p>3.3.1 Complete getting off gas projects at seven priority locations</p>	<ul style="list-style-type: none"> <li>• Carnegie Library</li> <li>• Caulfield Park Pavilion, Caulfield North</li> <li>• EE Gunn Reserve and grandstand, Ormond</li> <li>• East Bentleigh Senior Citizens Centre</li> <li>• Marlborough Street reserve, Bentleigh East</li> <li>• McKinnon Kindergarten</li> <li>• Princes Park Caulfield South — DC Bricker Pavilion</li> </ul>
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# STRATEGIC OBJECTIVE 3.3

## Continued

### Actions to achieve the strategic objectives

Action	Deliverable
3.3.2 Commission a community climate emissions study to address emissions sources in support of our <i>Climate Emergency Response Strategy 2025–2029</i> ♥	<ul style="list-style-type: none"> <li>Community climate emissions study commissioned</li> <li>Research report identifying sources of climate emissions</li> <li>Report to Council recommending actions within Council authority to address the research findings</li> </ul>
3.3.3 Continue transitioning Council fleet from fossil fuelled to electric vehicles	<ul style="list-style-type: none"> <li>Six fossil–fuelled vehicles replaced with electric vehicles</li> </ul>
3.3.4 Explore options for Council to consider to promote community uptake of electric vehicles	<ul style="list-style-type: none"> <li>Documented approach established to define Council’s position on how to best support community uptake of electric vehicles</li> </ul>

# STRATEGIC OBJECTIVE 3.4

## WASTE TO LANDFILL IS REDUCED

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> <li>enhance community awareness and participation in waste reduction and circular economy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Increase waste diverted from landfill</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>3.4.1 Complete the implementation of the <i>Circular Economy Plan 2022–2026</i> and prepare for a <i>2026–2030 Plan</i></p>	<ul style="list-style-type: none"> <li><i>Glen Eira Circular Economy Plan 2022–2026</i> final year of plan implemented</li> <li>Draft <i>Circular Economy Plan 2026–2030</i> engagement activities developed and implemented</li> <li>Draft <i>Circular Economy Plan 2026–2030</i> developed</li> </ul>
<p>3.4.2 Deliver targeted community education programs to enhance awareness of and participation in waste reduction, landfill diversion and litter prevention ❤️</p>	<ul style="list-style-type: none"> <li>Bin inspection data gathered identifying contamination and incorrect waste sorting issues</li> <li>Targeted education and behaviour change programs to improve waste sorting and reduce contamination</li> <li>Benchmarking report identify other Local Government Area (LGA) successful waste diversion programs that could be introduced in Glen Eira</li> <li>Litter prevention initiatives integrated into existing Council processes</li> </ul>

# STRATEGIC OBJECTIVE 3.4

## Continued

### Actions to achieve the strategic objectives

Action	Deliverable
<p>3.4.3 Deliver new Council waste contracts to service community waste collection needs and use contract arrangements to reduce overall waste to landfill</p>	<ul style="list-style-type: none"> <li>• New waste services contracts executed</li> <li>• Glass recycling service approach investigated in preparation for mandatory Recycling Victoria scheme</li> <li>• Opportunities to introduce more reusable containers and food waste recycling in an activity centre investigated</li> <li>• Material gap analysis for item reuse and recovery from hard waste stream, and limited household disposal options</li> </ul>



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

## Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>• adopt and promote principles of environmental stewardship and Caring for Country</li> <li>• enhance community awareness, education and participation in local environmental action, environmental stewardship and Caring for Country</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Council led Community Caring for Country, biodiversity and conservation events</li> </ul>

## Actions to achieve the strategic objectives

Action	Deliverable
<p>3.5.1 Collaborate with First Nations organisations to help protect local biodiversity ❤️</p>	<ul style="list-style-type: none"> <li>• Partnership agreements explored and signed where agreed with First Nations organisations to deliver biodiversity initiatives</li> <li>• Advice from Traditional Owners incorporated into biodiversity management operations</li> </ul>
<p>3.5.2 Promote and advocate for First Nations perspectives and Caring for Country</p>	<ul style="list-style-type: none"> <li>• Glen Eira advocacy priorities incorporate Caring for Country and First Nations perspectives</li> <li>• Promotion of First Nations organisations and initiatives through Council networks</li> </ul>
<p>3.5.3 Incorporate Caring for Country into Council engagement and education programs</p>	<ul style="list-style-type: none"> <li>• Communications and engagement activities conducted that incorporate Caring for Country practices</li> </ul>



## STRATEGIC DIRECTION 4: INNOVATIVE AND FINANCIALLY SUSTAINABLE

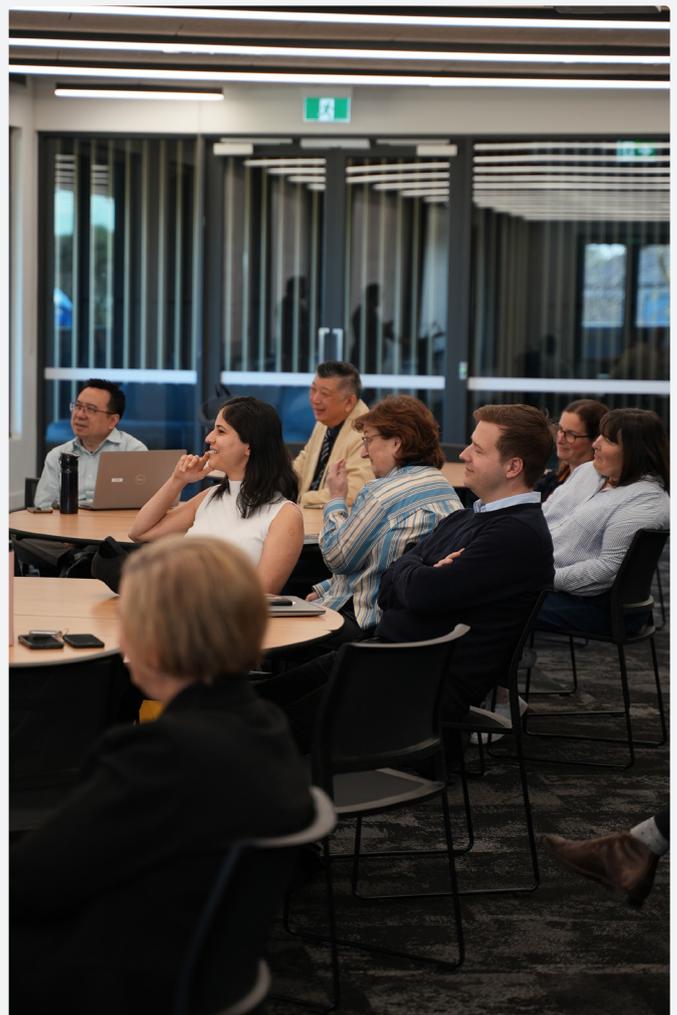
Glen Eira is changing and so are the needs of our community.

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.

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.



## STRATEGIC OBJECTIVE 4.1 WE ARE FINANCIALLY SECURE AND SUSTAINABLE

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> <li>implement the <i>Long-term Financial Plan</i> to support the achievement of Council's strategic objectives</li> <li>diversify and maximise our revenue sources</li> </ul>	<ul style="list-style-type: none"> <li>Maintain 100 per cent liquidity or above</li> </ul>

### Major initiatives

4.1.1 Develop a <i>Financial Sustainability Strategy</i>	<ul style="list-style-type: none"> <li><i>Financial Sustainability Strategy</i> developed</li> <li>Year one priority actions delivered</li> <li>Reforecast the <i>Financial Plan</i> for 2026–27</li> </ul>
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### Actions to achieve the strategic objectives

Action	Deliverable
4.1.2 Refresh the <i>Asset Strategy</i> and Policy	<ul style="list-style-type: none"> <li><i>Asset Strategy</i> adopted</li> <li>Year one priority actions delivered</li> <li>Asset Policy updated</li> </ul>
4.1.3 Review and update our Leasing and Licensing Policy so the community gets the best value from our community facilities	<ul style="list-style-type: none"> <li>Leasing and Licensing Policy reviewed and updated</li> </ul>
4.1.4 Progress the implementation of the <i>Strategic Property Plan 2025–2030</i>	<ul style="list-style-type: none"> <li>Investigate Phase two sites highlighted within the <i>Strategic Property Plan</i></li> </ul>
4.1.5 Develop a new <i>Grants Framework</i> to mature our strategic approach to grants and partnerships so we can secure more funding for local projects	<ul style="list-style-type: none"> <li><i>Grants Framework</i> adopted</li> </ul>

# STRATEGIC OBJECTIVE 4.2

## OUR COMMUNITY IS INFORMED AND ENGAGED

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Increase community satisfaction with consultation and engagement</li> <li>Increase community satisfaction with informing the community</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>4.2.1 Improve the effectiveness of Council's community engagement and insights approach</p>	<ul style="list-style-type: none"> <li><i>Four-year Roadmap</i> developed and adopted</li> <li>New service level agreement published</li> </ul>
<p>4.2.2 Ensure Council's news and information is accessible by all </p>	<ul style="list-style-type: none"> <li>Accessible Communications Blueprint endorsed</li> <li>Easy read documents trialed for key information</li> </ul>
<p>4.2.3 Explore ways of how to promote and include all people in the communication of what we do</p>	<ul style="list-style-type: none"> <li>Promote lesser known services and enhance understanding within the community</li> <li>Improve the level of understanding about the services Council offers</li> <li>Use channels and formats preferred by young people to increase awareness and uptake of Council services among residents aged 10 to 25</li> </ul>
<p>4.2.4 Deliver <i>Youth Engagement Survey</i> </p>	<ul style="list-style-type: none"> <li>Analyse results and develop results infographic</li> <li>Deliver findings to Council</li> <li>Deliver initiatives</li> </ul>

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

### Strategic priorities and indicators

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

### Actions to achieve the strategic objectives

Action	Deliverable
<p>4.3.1 Develop a <i>strategic decision-making framework</i> to support well-informed and transparent decisions</p>	<ul style="list-style-type: none"> <li>Develop process maps for key decisions</li> <li>Decision-making principles that support council’s strategic objectives and values defined</li> <li>Framework developed</li> </ul>
<p>4.3.2 Publish plain language summaries of key council decisions and rationale</p>	<ul style="list-style-type: none"> <li>Concise, accessible summaries of key council decisions published online</li> </ul>
<p>4.3.3 Review Council’s Strategic Risk Register to reflect Council’s priorities</p>	<ul style="list-style-type: none"> <li>Council’s strategic risks aligned to the new <i>Council Plan</i></li> </ul>
<p>4.3.4 Align Council’s risk management practices with legal obligations and best practice</p>	<ul style="list-style-type: none"> <li>Review of Council’s <i>Risk Management Framework and Policy</i></li> <li>Review of Council’s <i>Fraud and Corruption Policy and Procedure</i> conducted</li> </ul>

# STRATEGIC OBJECTIVE 4.4

## OUR SERVICES ARE HIGHLY VALUED, WELL DESIGNED AND RESPONSIVE TO COMMUNITY AND CUSTOMER NEEDS

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>enhance service delivery through continuously evaluating changing customer and community needs</li> <li>maximise opportunities for partnerships and philanthropy</li> <li>enhance our capacity for service innovation through implementing an <i>Innovation and Continuous Improvement Framework</i> and program</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or increase customer service satisfaction</li> <li>Maintain or increase customer service calls answered within service standard</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>4.4.1 Develop strategies to enable community access to co-located customer service functions across a range of Council facilities</p>	<ul style="list-style-type: none"> <li>Satellite customer service centre offered at Bentleigh Library and Youth Hub</li> </ul>
<p>4.4.2 Enhance Council's innovation capacity and maturity</p>	<ul style="list-style-type: none"> <li><i>Innovation Framework</i> developed and adopted to embed and maximise the value of innovation</li> <li>Current baseline for innovation capability/maturity quantified</li> <li>Innovation toolkit operationalised and supporting new initiatives</li> </ul>

# STRATEGIC OBJECTIVE 4.4

## Continued

### Actions to achieve the strategic objectives

Action	Deliverable
4.4.3 Conduct an operational review of Caulfield Recreation Centre	<ul style="list-style-type: none"> <li>Operational review of Caulfield Recreation Centre completed</li> <li>Report presented to Council</li> </ul>
4.4.4 Develop and implement <i>Advocacy Priorities for 2026–27</i>	<ul style="list-style-type: none"> <li><i>Advocacy Priorities 2026–27</i> adopted</li> <li>Advocacy campaign implemented</li> </ul>
4.4.5 Review our approach to service planning to focus on our community's changing needs 🔑	<ul style="list-style-type: none"> <li>Refreshed service planning approach/framework</li> <li>Service profile/catalogue published to community</li> <li>Service redesigns/reviews using community feedback and strategic insights implemented</li> </ul>

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

## Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>enhance our technology, data and digital capabilities to support the achievement of our strategic objectives</li> <li>develop an <i>AI Framework</i>, Policy and Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Increase percentage of customer enquiries through digital channels (from mix of traditional/digital)</li> </ul>

## Major initiatives

<p>4.5.1 Develop an Artificial Intelligence Policy, <i>Framework</i> and <i>Roadmap</i> to guide a responsible approach to the development and deployment of AI within Council</p>	<ul style="list-style-type: none"> <li>AI Policy adopted by Council</li> <li><i>AI Framework</i> and <i>Roadmap</i> endorsed by the Executive</li> <li>Year one priority actions delivered</li> </ul>
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## Actions to achieve the strategic objectives

Action	Deliverable
<p>4.5.2 Adopt the <i>Digital and Technology Strategy</i> to provide a roadmap to help align our technology and digital tools with our strategic priorities</p>	<ul style="list-style-type: none"> <li><i>Digital and Technology roadmap</i> implemented</li> <li><i>Data Governance Framework</i> adopted</li> <li>Enhanced venue booking system installed</li> </ul>
<p>4.5.3 Design, implement and evaluate Artificial Intelligence initiatives and pilots aligned to Council's objectives</p>	<ul style="list-style-type: none"> <li>Business case to use AI to enhance customer experience on Council's digital platforms developed</li> <li>Business case to introduce AI to reduce drowning risk at our aquatic facilities developed</li> <li>Continue to evaluate the benefits of Microsoft CoPilot and other generative AI platforms to enhance productivity</li> </ul>
<p>4.5.4 Explore ways to support self service opportunities for customers</p>	<ul style="list-style-type: none"> <li>Roadmap for improvement opportunities to increase self service for customer interactions developed</li> </ul>

## STRATEGIC OBJECTIVE 4.5

### Continued

#### Actions to achieve the strategic objectives

Action	Deliverable
4.5.5 Review governance processes to explore automation opportunities	<ul style="list-style-type: none"><li>Technology options identified to automate delegations, authorisations, policy register, legislative compliance, claims management and other currently manual processes</li></ul>



## STRATEGIC OBJECTIVE 4.6 OUR WORKFORCE IS CAPABLE, INFORMED AND ENGAGED

### Strategic priorities and indicators

Strategic priorities	Strategic indicators
<p><b>We will focus on the following priorities in support of this objective:</b></p> <ul style="list-style-type: none"> <li>implement our <i>Workforce Plan</i> to build the capability and performance of our people</li> </ul>	<ul style="list-style-type: none"> <li>Maintain employee satisfaction rating</li> <li>Increase employee compliance training completion</li> </ul>

### Actions to achieve the strategic objectives

Action	Deliverable
<p>4.6.1 Implement the <i>Workforce Plan</i> to remain an Employer of Choice</p>	<ul style="list-style-type: none"> <li><i>Workforce plan</i> developed approved by CEO</li> <li>Year one actions completed</li> </ul>
<p>4.6.2 Finalise the Glen Eira staff Enterprise agreements</p>	<ul style="list-style-type: none"> <li>Glen Eira Leisure Enterprise agreement finalised</li> <li>Glen Eira Enterprise agreements finalised</li> </ul>

## GLOSSARY

Term	Definition
<b>Active living</b>	Incorporating physical activity into daily life.
<b>Amenity</b>	The pleasantness and usability of a place, including cleanliness, safety, and facilities.
<b>Bicycle Network</b>	An Australian charity, one of the largest cycling membership organisations in the world, whose mission is to have More People Cycling More Often.
<b>Biodiversity</b>	The variety of plant and animal life in an area.
<b>Caring for Country</b>	A First Nations concept of caring for the land, water, and natural systems in a holistic and respectful way.
<b>CEO</b>	Chief Executive Officer
<b>Circular economy</b>	A system that reduces waste by reusing, recycling, and repurposing materials.
<b>Climate emissions</b>	Emissions released by human activity, which contribute to the warming of the atmosphere. These are usually measured in terms of the total amount of carbon dioxide that would lead to that level of warming expressed as the term CO <sub>2</sub> equivalent (CO <sub>2</sub> -e)
<b>Community Vision</b>	A long-term aspiration developed with community input that guides Council planning.
<b>Disability</b>	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.

## GLOSSARY

Term	Definition
<b>Disability Discrimination Act (DDA)</b>	A Commonwealth Act in Australia that makes it unlawful to discriminate against people with disabilities in many areas of public life, including employment, education, housing, and the provision of goods and services.
<b>Empathetic parking bay</b>	Parking solutions that are designed with consideration for people with diverse needs, such as those with disabilities, seniors, or people with prams.
<b>Gender equity</b>	Fair treatment and opportunities for all genders.
<b>Glen Eira Green link</b>	A community-driven proposal for a linear park along the Sandringham Rail Corridor in Melbourne’s south-east, aiming to improve native habitat, tree canopy, walking, and biking.
<b>Homelessness protocol</b>	A set of guidelines to respond to people experiencing or at risk of homelessness, ensuring they are treated with dignity and connected to support services.
<b>IDAHOBIT</b>	International Day Against Homophobic, Biphobia, Intersexism and Transphobia.
<b>Landfill diversion</b>	The process of redirecting waste materials away from landfills and toward more sustainable alternatives such as recycling, composting, reuse, and waste-to-energy facilities.
<b>Landscape concept design</b>	A scaled drawing and written explanation that communicates the general layout, style, and key features of a proposed landscape design.
<b>LGBTIQA+</b>	An acronym representing Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual, and other diverse gender, sexual orientation, and/or sex characteristics.
<b>Library of Things</b>	A sustainable way to borrow a range of non-traditional library items through our Glen Eira Library service.

## GLOSSARY

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



GLEN EIRA  
CITY COUNCIL

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

## Glen Eira City Council

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Caulfield Junction VIC 3161

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

### National Relay Service

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

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

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](http://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](http://www.instagram.com/cityofgleneira)

#### LinkedIn:

[www.linkedin.com/company/glen-eira-city-council](http://www.linkedin.com/company/glen-eira-city-council)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](http://www.facebook.com/gleneiraarts)  
[www.instagram.com/gleneiraarts](http://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESAConline](http://www.facebook.com/GESAConline)  
[www.instagram.com/gleneiraleisure](http://www.instagram.com/gleneiraleisure)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)  
[www.instagram.com/gleneiralibraries](http://www.instagram.com/gleneiralibraries)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](http://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)  
[www.instagram.com/gleneirayouthservices](http://www.instagram.com/gleneirayouthservices)