

GLEN EIRA
CITY COUNCIL

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

GLEN EIRA INTEGRATED TRANSPORT STRATEGY 2018–2031 (2024 REFRESH)



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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.

EXECUTIVE SUMMARY

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

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

Recognising the challenges, in 2018 we launched our *Integrated Transport Strategy 2018–2031 (ITS)*. It provided the medium-term direction for a series of actions. Since then, working with the Victorian Government and stakeholders, we have delivered a range of projects, including new active travel trails, enhanced railway station environments and encouraging active travel to schools through programs such as *Active Paths*. Since we launched the *ITS*, we have been through the COVID-19 pandemic and seen changes to where people work and when they commute. We are seeing more people adopting electric vehicles, recognising the lower running costs and benefits from reduced emissions. At Council, we have been transitioning our fossil-fuelled vehicles to electric. Meanwhile, safety remains a concern especially when there has been a broader trend for increased accidents in Victoria and nationally. These events and changes, along with population forecasts, provide the context behind our refresh of the *ITS*.

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

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

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

A City of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres. A community that will have a range of travel options to serve their daily needs. This Strategy aims to reduce car use towards 50 per cent of all trips.



**EFFICIENT MOVEMENT
AND CONNECTIVITY**



**VIBRANT AND
QUALITY PLACES**



**EVERYONE IS SAFE
AND FEELS SAFE**



**MINIMISE THE
IMPACT ON THE
ENVIRONMENT**



Advocate for better public transport services and accessible stops



Implement local initiatives to support activity centres and neighbourhoods



Improve active travel infrastructure and safety perceptions



Promote active travel, new tram and train fleets, and parking for cycles



Improve street design and network performance



Deliver and develop walking and cycling trails



Develop local treatments to reduce accidents and injury



Support transition to electric vehicles

Work with our community, stakeholders and other government bodies to develop plans and solutions for an inclusive and sustainable future.



INTRODUCTION

Background

Our City and community

The City of Glen Eira is an inner south-eastern municipality of Melbourne, approximately 10 kilometres from Melbourne's central business district. Our City has approximately 158,000 residents,¹ with two thirds of the employed residents working in professional, clerical and managerial occupations.² We are a diverse City with 12.3 per cent of the population living with a disability³ and with just over 40 per cent of our residents born overseas.⁴

Our City is served by two major highways, three train lines, five tram and several bus routes.⁵ Together with 465 kilometres of roads and 868 kilometres of pathways, the transport network in our City supports six major activity centres, 11 neighbourhood centres and 36 local centres, as well as 37 schools and a range of community and public services facilities.⁶

Our future

Our City is growing as part of the overall growth story of Melbourne. As Melbourne grows towards 9 million people by 2056, we will have our share of new community members. By 2036, it is possible that we will have 188,000 residents living in our City, an increase of 30,000 or nearly 19 per cent.⁷ Accommodating growth means not only providing more places for people to live, but also more capacity for people to travel.

Our challenge

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

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

1. Australian Bureau of Statistics, 2020 estimated population, including in [Glen Eira Housing Strategy, November 2022](#).

2. Australian Bureau of Statistics, occupation estimate for 2021.

3. Australian Bureau of Statistics, 2018 estimate.

4. Australian Bureau of Statistics, 2021 estimate.

5. Tram routes 3, 5, 16, 64 and 67. Current bus routes include 220, 602, 603, 604, 605, 623, 624, 625, 626, 627, 630, 701, 703, 767, 811, 822, 824, 978 and 979.

6. [Glen Eira Housing Strategy, November 2022](#).

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

Glen Eira Integrated Transport Strategy 2018–2031 and its refresh in 2024

Context on Council's role

Transport is provided by a range of organisations. The Victorian Government is responsible for train, tram and bus services and infrastructure. They are also responsible for arterial roads.

Council is responsible for local streets in our City including local public car parking, footpaths and cycle lanes. On these streets, Council works with the Victorian Government on issues such as speed limits and traffic signal phasing.

Council works with the Victorian Government to improve the network and services, recognising that our community wants seamless and quality transport, irrespective of who owns and manages which part of the network. Council consults the community on major changes and works with neighbouring councils, the Victorian and Australian Government as required, including to secure funding.

The 2018 Strategy

In 2018 we published the *Integrated Transport Strategy 2018–2031 (ITS)*. It is part of our *Integrated Planning and Reporting Framework (IPRF)*, which ensures that our strategies and plans are aligned, our efforts are directed to achieve the outcomes that our community most needs and wants. The *ITS* takes direction from our *Glen Eira 2040 Community Vision* and *Glen Eira Council Plan*, and provides directions to delivery plans where more detailed projects are defined and developed (see table below).

The 2018 *ITS* document brought together previous modal strategies and provided direction for actions.

We engaged with the community through forum discussions, surveys and community meetings. Council received and incorporated the comments from the community. The result was a document that:

- set out the vision for a City of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres, a City where the community will have a range of travel options to service their daily needs;
- put forward a goal for reducing car mode share towards 50 per cent of all trips; and
- guided the development of policies, pilots, projects and advocacy actions.

COUNCIL DOCUMENT	PURPOSE
<i>Glen Eira 2040 Community Vision</i>	Captures what community members most value and sets out the aspirations.
<i>Glen Eira Council Plan</i>	Outlines the outcomes we seek to achieve, how we will plan for the future, deliver services and infrastructure, and work collaboratively with and for the community.
<i>Glen Eira Integrated Transport Strategy</i>	Sets out specific vision and goals for transport, aligned to the broader <i>Community Vision</i> and <i>Council Plan</i> . Sets out the priorities for delivery.
Annual Action Plans	Based on the priorities from the <i>ITS</i> , establishes individual projects with detailed action plans. These will be reviewed each year and adapted to reflect learnings from development and implementation.

Developments since 2018

Since the 2018 *ITS* was published:

- > A range of major external events have taken place, affecting people's travel needs and perceptions. The COVID-19 pandemic has led to a series of changes, including many office-based workers continuing to work at home part of the week, which lessens the pressures on Melbourne CBD-bound transport on some days of the week. Unlike 2018, we now also face a cost-of-living crisis and higher uncertainties with the economic outlook, which has implications on jobs and livelihoods of our residents, businesses, workers and visitors. Although over the coming years some of these trends might change further or return to more stable times, currently they are issues for us to take on board when developing priorities for the short and medium term. We will need to review the situation and refine our plans and actions.
- > The transport sector has been changing. There are more electric vehicles (EVs) with lower emissions but still causing car congestion. Commercially-operated e-bikes and e-scooters bring travel convenience and opportunities but also safety concerns. The Victorian Government has been delivering major road projects, including the completion of St Kilda Road bike lanes, removing level crossings, delivering the Metro Tunnel that will enable more train services on our railways, and introducing new tram and train fleet as well as Zero Emission Buses (ZEBs).
- > Council declared a climate emergency in 2020, joining the growing movement calling for urgent action to address climate change. See Page 10 for examples of our delivery over the last five years.
- > We have been delivering a range of improvements, including the completed Thomas Street crossing, working with local schools to encourage safe walking and cycling schools through *Active Paths* and *Open Streets* programs, and the ongoing works to improve the Rosstown Rail

Trail. Importantly, we have delivered the *Glen Eira Street Design Guidelines* (2023), which bring together a range of considerations on transport movements and placemaking, reflects all transport modes and user needs and enables quality improvements across our network.

- > Through past bike infrastructure projects, we have learnt the need to better balance a range of road user needs, community sentiments and funding constraints.

Going forward, we recognise that we cannot be certain of many external factors such as the economy. However, we can adapt from past work, leverage opportunities from broader transport developments and focus on what we can do as a Council. We will work with our stakeholders, including Victorian and Australian Governments as well as other councils to develop and deliver improvements.

The 2024 refresh

To refresh the *ITS*, we have reviewed our achievements, taken on board learnings, surveyed the community on their travel needs and aspirations,⁸ and developed ideas, including with community members.⁹

The refresh maintains the spirit of the vision and goal from the original 2018 *ITS* and focuses on developing the priority areas for the next five-year period (see page 11). We engaged with the community through public consultation, with the result showing the vast majority of the responses supported our proposals.¹⁰

We finalised the *ITS* (2024 refresh) document, recognising the diverse voices within our community. We seek to achieve the right balance, being ambitious and pragmatic at the same time, putting forward a set of priorities that are feasible technically, viable financially, acceptable to and supported by the community. We will develop project-specific details based on this strategy, engaging with the community to agree the best solution on a case-by-case basis.

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

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

10. The draft *ITS 2024 refresh* was put forward for public consultation over four weeks in April and May 2024. We received 84 responses of which 65 were from our Have Your Say website survey. Eighty two per cent of the survey responses supported our proposals for the new safety principle and our proposed priorities for over the next five years. While some people commented wanting us to focus on cars and parking, more people wanted us to push for mode switch away from the car by investing more in separated on-road bike lanes and control or reduce parking. Based on consultation results, we refined our draft *ITS* to make it clearer that we are working to make walking, riding bikes and travelling by public transport more attractive, delivering those changes that are supported by the community overall.

Council has delivered a range of projects since the adoption of the ITS 2019–31, including:

Planning for the future

- We have developed Structure Plans on how best to develop our key centres
- *Street Design Guidelines* (2023) were developed to help Council design for safety and mobility while treating streets as public spaces

Improving safety on the network

- Reducing speed limits in busy pedestrian areas
- Local area traffic management at Elsternwick South including 40km per hour speed limits and speed humps
- Calming traffic on the historic Rosstown Rail Trail, making it safer for people walking and cycling
- Delivering safety infrastructure including wombat and zebra crossings in Bentleigh, Murrumbeena, Carnegie and Elsternwick, pedestrian refuge and pedestrian operated signals in McKinnon, Caulfield North Murrumbeena and Elsternwick, upgraded signs in Carnegie, traffic signals in Bentleigh, as well as a range of improvements to roundabouts and turn lanes including as part of Australian Government's *Black Spot* Program
- Undertaking a light audit to improve community safety around public transport stops
- Developing designs including for Normanby Road underpass, Queens Avenue and Normanby Road intersection



Supporting and encouraging active travel

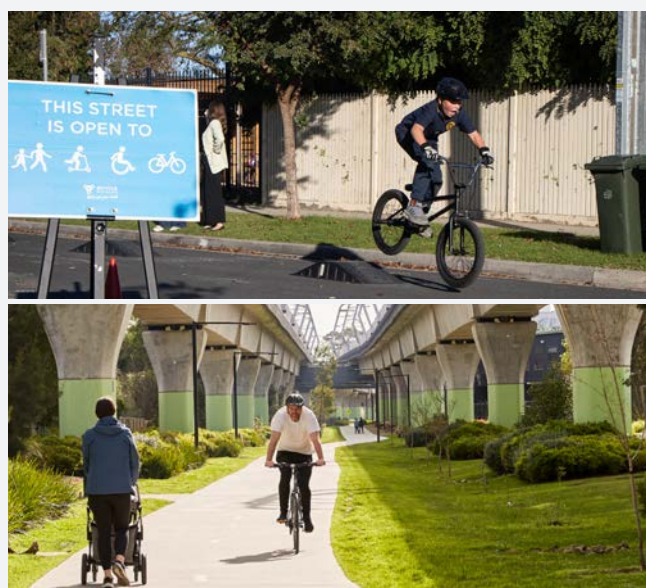
- Improved East Caulfield Reserve's cycling link connection
- More pole vaults and hoops for bike parking in local, neighbourhood and major activity centres
- Better wayfinding including at Boyd Park
- Develop designs for future improvements including Frankston Rail Trail, Inkerman Road, Coatesville, South Road and Green Link
- Working with schools and students on walking and riding to school by marking best routes, inter-school competitions and on-street activities

Better parking

- New parking policy and residential parking permit system including permits for carers, compassionate permits, large households, groups and volunteers
- Transition from paper to digital parking permits, more efficient, accurate and environmentally friendly

Working with the Victorian Government

- Delivering as part of the Level Crossing Removals Project at Grange Road, Neerim Road, Glen Huntly Road, new stations at Carnegie, Murrumbeena, Hughesdale, and Glen Huntly
- Ongoing efforts to identify the best option for cycle route in the Queens Avenue area and redevelopment options for Caulfield station and its surrounds including tram-stop on Derby Road



OUR INTEGRATED TRANSPORT STRATEGY 2024 REFRESH

To refresh the *ITS*, we have reviewed our achievements, taken on board learnings, surveyed the community on their travel needs and aspirations,¹¹ and developed ideas, including with community members.¹² The refresh maintains the spirit of the vision and goal from the original 2018 *ITS* and focuses on developing the priority areas for the next five-year period.

Vision

Overall statement of our aim

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

Goal

More specific issues to work towards

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

Principles

The defining conditions and boundaries to work within

Nine principles from the 2018 *ITS* continue to be relevant today. Together these principles explain that both transport movement and place quality are important, and that we need to balance a range of interests.

A new safety principle: 'Everyone should be safe and feel safe. We work towards zero deaths and serious injuries'.

Recognise our climate emergency declaration and embed climate change actions in everything we do.

Framework

A set of approaches for developing priorities

Continue to apply the framework from the 2018 *ITS* on efficient driving routes, express public transport routes, safe cycling streets, great walking and shopping streets, child-friendly neighbourhoods, safe school zones and walkable activity centres. In addition, recognising that the *Glen Eira Street Design Guidelines* (2023) bring together the concepts for movement, place and different user needs into a single set of coherent directions for street improvements.

Priority areas for improving transport

A set of themes for detailed annual action plans and project development

- > Efficient transport movement
- > Vibrant and well-designed places
- > Everyone is safe and feels safe
- > More sustainable outcomes



Implementation, monitor and review

How the *ITS* will be delivered and the process for ensuring continuous improvement

Strengthen capability, with more effective collaboration and delivery. Continuous improvement processes at both strategy and project level through the continuous improvement plan-do-check-act process.

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

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

Alignment with Council and broader Government objectives

Our ITS supports our *Glen Eira 2040 Community Vision* and the objectives of the Victorian and Australian Governments (see the table below which summarises the key documents and requirements for the ITS).

OUR INTEGRATED TRANSPORT STRATEGY		
ALIGNS TO	SUPPORTS THE FOLLOWING	NEEDS TO:
Glen Eira 2040 Community Vision	“Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future.”	<ul style="list-style-type: none"> > Engage effectively and incorporate a range of views from our diverse community
Glen Eira Council Plan		<ul style="list-style-type: none"> > Support our residents, businesses, workers and visitors with their access and connectivity needs within the City and beyond, recognising a range of preferences, aspirations and interests
Strategic direction 01 — Well-informed and transparent decisions and highly valued services	<i>Community Engagement Strategy, Asset Plan, Long-term Financial Plan, Smart City Roadmap, Priority Advocacy Projects</i>	
Strategic direction 02 — Access to well-designed and maintained open spaces and places	<i>Better Streets, Better Places (streetscape) Plan, Urban Forest Strategy, Placemaking Strategy, Guide to Creating Quality Playgrounds, Active Recreation Action Plan, Open Space Masterplans</i>	<ul style="list-style-type: none"> > Supports the placemaking function of our transport network, contributing to the quality and sustainable growth of our City
Strategic direction 03 — A liveable and well-planned City	<i>Glen Eira Housing Strategy and Activity Centre Structure Plans</i>	<ul style="list-style-type: none"> > Improve safety for all our people, recognising their differences and perceptions.
Strategic direction 04 — A green and sustainable community	<i>Our Climate Emergency Response Strategy and Circular Economy Plan</i>	<ul style="list-style-type: none"> > Work towards zero death and serious injuries while recognising the need to reduce risks and minimise impacts
Strategic direction 05 — A healthy, inclusive and resilient community	<i>Community Safety Plan, Community Wellbeing Plan, Gender Equality Action Plan, Reconciliation Action Plan</i>	
Victorian Government	<i>Plan Melbourne (Plan Victoria), Victoria’s Housing Statement, Department of Transport and Planning Strategic Plan, Transport Integration Act, Victoria’s Bus Plan, Big Build, Transport Accident Commission Victorian Road Safety Strategy and Towards Zero Road Safety Strategy</i>	<ul style="list-style-type: none"> > Encourage travel behaviours and mode choices that will help to reduce emissions and other adverse impacts on our health, wellbeing and climate
Australian Government	<i>Federal Transport Strategy and policy suite, National Road Safety Strategy</i>	<ul style="list-style-type: none"> > Work within budget and considerate of whole-life costs



VISION, GOAL AND PRINCIPLES

VISION AND GOAL

Vision

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

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

Goal

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

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

While mode share¹³ continues to provide a focus for our *ITS*, we also recognise that transport is not only about whether someone uses the car for a local trip; transport touches on people's daily lives, including going to school, visiting friends, shopping for groceries, delivering goods to customers, or exercising a distance away. Preferences and choices in transport often depend on who you are and where you live, as well as what options are available to you and whether they are any good given your perceptions and personal circumstances. How people choose between the options can be influenced by their awareness, perceptions, attitudes and habits. The table below summarises the key concepts/imaginaries associated with the key words from our vision and goal statements, implicating on the type of priorities we should focus on when refreshing the *ITS*.

Child-friendly Safe for all vulnerable users in our community, welcoming, playful, easy to navigate	Neighbourhoods Friendly, community-spirited, kind, safe	Connected Access, easy and convenient, staying in touch, fast, direct
A network of centres Across our City and beyond, a range of services and opportunities, variety	Vibrant Successful businesses, active, a buzz, appealing	Well-designed High quality, suits people's needs, stands out
Walkable Easy to get to, active, pleasant environment, healthy, fun, safe	Travel options Recognising differences and interests, positive choices not forced behaviours	Reduce car use Fewer car trips, less emissions and congestion, more active and public transport

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

PRINCIPLES

Our *Integrated Transport Strategy 2018–2031 (ITS)*, published in 2018, contained nine principles. As we refresh this *ITS* in 2024, these principles are still relevant. They bring together a balance between existing conditions and diverse interests with aspirations and future possibilities.

PRINCIPLE	EXPLANATION	OBSERVATION AND OPPORTUNITIES
1. Transport is for people — a range of options is needed to suit our busy lives.	Individual travel decisions are influenced by a range of economic, physical, social and psychological factors and these decisions can change daily.	Our recent community travel survey (2023) shows that most people use a variety of modes, including walking, driving and taking public transport. ¹⁴
2. Most of the community currently relies on the car to undertake their daily activities.	The car plays an important role in the way in which the majority of the community travels on a daily basis. ¹⁵	Different people have different needs, challenges and preferences. ¹⁶ Taking the train and commute to the Melbourne CBD for people living near a station is easier than trying to carry groceries on and off a bus. While we work to encourage mode switch over time, we also need to empathise with people's situation today.
3. Continued growth of car use will contribute to further traffic congestion and parking concerns.	This growth is unsustainable and as Glen Eira is a middle/inner ring municipality with limited/no opportunity to increase road capacity.	Our recent community travel survey shows that most people recognised the challenges associated with relying on the car, although some more than others. ¹⁷ People want alternatives to the car, but would like the options to be more attractive eg. more frequent bus services and safer cycling conditions.

14. 47 per cent of our survey respondents said they mostly used the car, yet for at least one or two days a week, 16 per cent cycled and 82 per cent walked. Among people who frequently ride bikes, 57 per cent also used petrol car one or two days a week.

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

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

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

PRINCIPLE	EXPLANATION	OBSERVATION AND OPPORTUNITIES
4. Parking will continue to play an important role and complement our transport system.	Given the role the private cars continue to play in people's lives, parking is an important part of the overall transport system.	Optimising car parking is important when creating accessible and attractive places for our businesses and residents. Our experience shows that removing car parking can be highly contentious. ¹⁸
5. Not all residents within Glen Eira experience the same access to transport.	Glen Eira is a diverse municipality and across the City, residents have significantly different levels of transport accessibility.	Overall, people from the northern and northwestern part of the City enjoy better public transport than those living in the southeastern part where bus is the only public transport option. People from areas served by trains and trams have lower car ownership rates and drive less. ¹⁹ Such difference is reflected in our community survey, with many people from Bentleigh East believing better bus services is an important issue. ²⁰
6. Peak hour travel movements should be as efficient and fast as possible.	The road network within our City consists of 498 kilometres of Council roads and 95 kilometres of arterial roads under the responsibility of and managed by the Victorian Government. ²¹	The transport network functions as a system. Working together will achieve better outcomes. The Victorian Government has been developing the Smarter Roads program, which has already delivered faster run-times and smoother traffic flows by optimising signals and delivering faster emergency responses.
7. Our streets are the defining features of our neighbourhoods.	Our local streets make up a significant portion of our public spaces and the look and feel defines our neighbourhoods. Streets and routes are and should be treated as important public spaces. We should ensure that these spaces enable safe access for all users.	Since 2018, we have developed our <i>Street Design Guidelines (2023)</i> which set out how our streets and roads should function to deliver balanced outcomes. The guidelines take on board movement and place principles, with some roads more dedicated to facilitating movements, while some streets are more places for people to interact.

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

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

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

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

21. [Glen Eira Road Management Plan 2021](#).

PRINCIPLE	EXPLANATION	OBSERVATION AND OPPORTUNITIES
8. Car alternatives can improve our health and the environment.	By encouraging residents and visitors to choose more sustainable methods of travel, such as walking, cycling, carpooling and taking public transport, we aim to reduce car congestion, improve air quality, improve our health and save money.	Our community travel survey shows that people would like to use active and public transport more, but there are barriers, such as concerns for cycle safety and poor bus service frequency. We recognise that different groups in our community have different preferences on improvements, ²² and there is not a single solution that will meet all needs.
9. The future presents significant changes and opportunities to reimagine how we move around.	We need to be more flexible and adapt to a fast-changing technological environment.	Working from home, increased EV uptake and e-mobility vehicles, these are just some of the key developments since 2018.

New principles for the 2024 ITS refresh

For the 2024 refresh of the *ITS*, we introduce two more statements — consolidating safety issues and recognising our climate emergency declaration from 2020.

PRINCIPLE	EXPLANATION	SUPPORTING COMMENTARY
10. Everyone should be safe and feel safe. We work towards zero deaths and serious injuries.	We work with our stakeholders and community, Victorian and Australian Governments to encourage positive behaviours and reduce the impact of accidents, improving safety for all the community across all modes, especially the vulnerable.	We agree with the aspirations of the Victorian and Australian Governments, and value our community's feedback on safety concerns, actual and perceived. ²³ We will also work with other councils to share lessons learnt and deliver cross-boundary improvements.
11. Urgent climate change action is essential to help us secure our Glen Eira 2040 Community Vision.	We will embed climate change action in everything we do.	Our <i>Climate Emergency Response Strategy 2021–2025</i> calls for transport to support the sustainability agenda, including through encouraging the uptake of active and public transport, as well as EVs.

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

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

Implications for Integrated Transport Strategy development

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

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



FRAMEWORK

Overview of the framework and its components

Our *ITS* framework takes on board the principles and helps to translate the vision and the goal into more practical directions for the development of priorities.

Our framework²⁴ is summarised below, with components relating to the implications for the *ITS* in terms of movement, place, safety and sustainability.

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

24. The 2024 refresh continues with all framework components from 2018. Additional components are included for the new (1) safety principle, (2) [Street Design Guidelines \(2023\)](#), and (3) climate emergency declaration (2020). The next section explains each of the components, including the type of improvements that could be considered over the 2024–2031 *ITS* period.

Details of the framework components

The frameworks below set out Council's view on the key areas for improvements through Council initiatives and advocacy.

EXPRESS PUBLIC TRANSPORT ROUTES: TO PRIORITISE THE MOVEMENT OF TRAMS OR BUSES



Given trams and buses have the capacity to carry significantly more people than cars using the same road space,²⁵ we need to prioritise them to make the most of our limited road space.

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

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



EFFICIENT DRIVING ROUTE: TO ENSURE THE MOVEMENT OF VEHICLE TRAFFIC IS AS EFFICIENT AS POSSIBLE



While we encourage mode switch, we cannot ignore the role cars play in meeting a range of people's needs,²⁶ including for working, visiting and spending in our City.

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

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



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

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

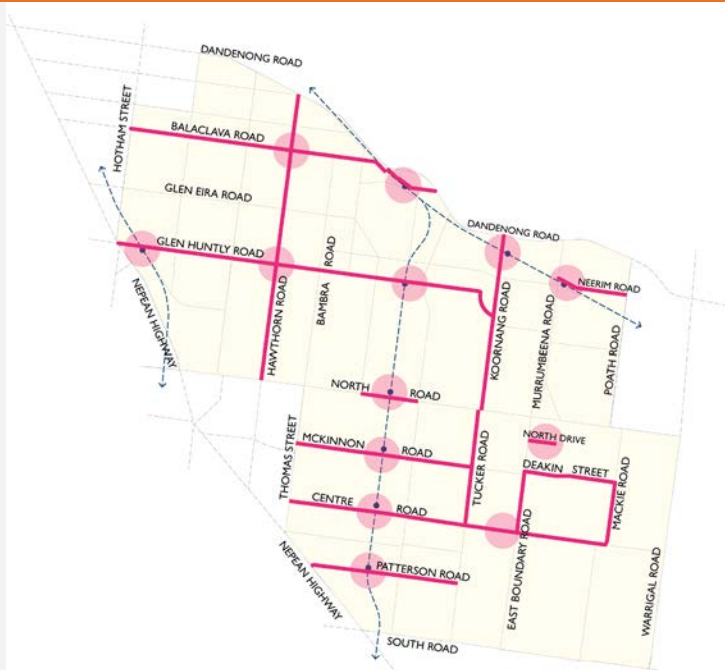
GREAT WALKING AND SHOPPING STREETS: TO PROVIDE POSITIVE EXPERIENCES FOR ACCESSING CENTRES



We have six major activity centres, 11 neighbourhood centres and 36 local centres, providing coverage across our City. Given people's needs for shopping and leisure, making it easy and pleasant to walk to these locations will help reduce car congestion and improve health through exercise.

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

Potential improvements: pedestrian priority at intersections, including traffic signals, shared zones, quality canopy trees, lighting and decluttering the street.²⁷

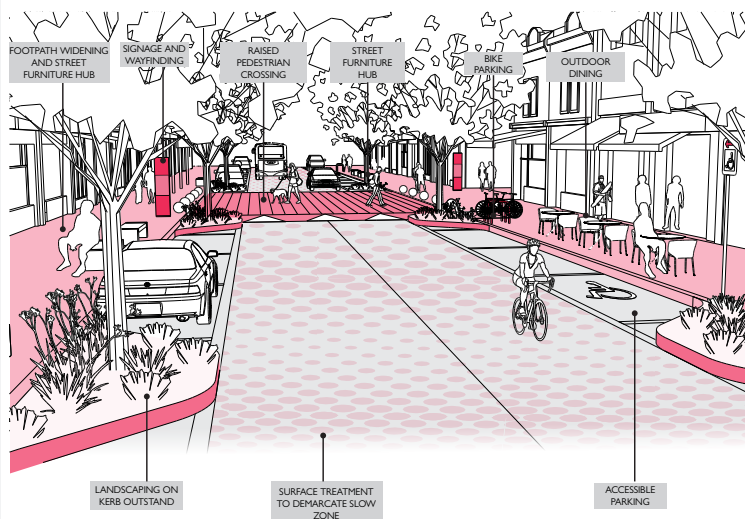


WALKABLE ACTIVITY CENTRE: TO ENCOURAGE PEOPLE TO VISIT AND STAY WITHIN ATTRACTIVE LOCAL PRECINCTS



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

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



Example of a walkable activity centre from the *Glen Eira Street Design Guidelines*.

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

CHILD-FRIENDLY NEIGHBOURHOODS: FOR DIVERSE EXPERIENCES, SOCIAL AND RECREATIONAL ACTIVITIES



Child-friendly neighbourhoods is not just about children, but creating safe residential streets for everyone, especially the vulnerable. It is about encouraging active travel between neighbourhoods and centres. It is about encouraging social interactions, designing streets so that people can walk, cycle and drive safely and vehicles co-exist safely and reducing unnecessary ‘rat running’ on local streets.

Potential improvements: trees²⁸ and vegetation, lighting and visibility, pedestrian crossings, traffic calming, including adjusting speed limits, safe local connections with existing cycle paths and lanes, altering the local traffic network to create public spaces, including one-way streets.



SAFE CYCLING STREETS: TO ENABLE CYCLING AS A PREFERABLE TRANSPORT MODE CHOICE THAT IS SAFE FOR ALL



Cycling is a good form of exercise and can be an alternative to using the car. However, people are concerned about safety.²⁹ We need to address this issue and support a range of shorter and local trips, as well as continue to work on strategic corridors and networks.

Key routes: Rosstown Rail Trail, Nepean Highway, South Road, South Drive, Crosbie Road, Deakin Street, Bignell Road, Mackie Road, Thomas Street, McKinnon Road, Riddle Parade, Tucker Road, Koornang Road, Bambra Road, Orrong Road, Inkerman Road.³⁰

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



28. Glen Eira has relatively low levels of tree canopy cover and is hotter than the surrounding non-urban area. Providing shade is important to support walking, especially among the vulnerable.

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

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

SAFE SCHOOL ZONES:**TO PROVIDE SAFE TRAVEL OPTIONS WHILE NOT IMPACTING ON LOCAL AMENITY**

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

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

**BE SAFE AND FEEL SAFE FOR ALL:****TO IMPROVE SAFETY OUTCOMES FOR ALL, ACTUAL AND PERCEIVED**

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

Potential improvements: road design and speeds,³¹ lighting and visibility, access to public transport, cycle and walking facilities, confidence and perceptions.



31. An average person has a two in 10 chance of survival if hit by a vehicle travelling at 50 kilometres per hour. This increases to eight in 10 if at 40 kilometres per hour and 9.5 out of 10 if at 30 kilometres per hour. Source: Austroads.

STREET DESIGN GUIDELINES: TO SUPPORT IMPROVEMENTS CONSIDERATE OF ALL STREET AND ROAD USERS

We consulted on and then published our *Street Design Guidelines* in 2023. This document brings together the different roles our network plays, reflects on the different needs of street and road users, and puts forward seven street types for our City, each with its own roles, priorities and design features. For example, Exchange Streets are where people meet and interact, Connect Streets are where people traverse and move, and Live Streets are for more local movements and interactions. These three broad concepts build on the framework components eg. ‘walkable activity centres’, ‘efficient driving routes’ and ‘child-friendly neighbourhoods’ respectively. (Refer to the document on our website for details.³²)

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



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

EMBED CLIMATE CHANGE ACTION: SUPPORT SUSTAINABLE TRANSPORT AND REDUCE ADVERSE IMPACTS



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

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



32. [Glen Eira Street Design Guidelines Summary Document 2023.](#)

33. [Glen Eira, Our Climate Emergency Response Strategy 2021–2025:](#) 18 per cent of Glen Eira community greenhouse gas emissions was from transport in 2018–19.

Implications on priority areas

The framework guides the development of priorities for actioning over the next five years,³⁴ pointing to the need to deliver:

- efficient transport **movement** and improved connectivity to a range of opportunities across our City and beyond, offering choices to the community. This means making public transport more attractive to encourage mode switch from the car, while recognising the role of the car for different people their circumstances and perceptions;
- vibrant and well-designed **places** for all residents and businesses, supporting their quality of life and livelihoods. This means improving transport to support developments and enhance the liveability of our neighbourhoods. It means achieving balanced outcomes, recognising that while many people drive and park, there is limited roadscape and land;
- a transport network where everyone is **safe** and feels safe, including for the most vulnerable road users; and
- more **sustainable** transport. This means embedding climate change action in everything we do, whether it is about reducing Council's own emissions or positively encouraging 'greener' behaviours and choices.

While Council will work to deliver the outcomes stated above, we also recognise that we cannot deliver everything by ourselves. We will work with the Australian and Victorian Governments, as well as neighbouring councils, to improve transport infrastructure and services together.

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

A woman with curly hair, wearing a white tank top over a red shirt, dark pants, and sandals, stands on a sidewalk next to a blue bicycle. She is holding the handlebars of the bike, which has a blue mesh basket on the front. A small woven bag is slung over her shoulder. The background is a blurred outdoor setting with greenery and a building. The text "PRIORITY AREAS" is overlaid in white, bold, sans-serif font across the lower half of the image.

PRIORITY AREAS

PRIORITY AREAS

Overview of the priority areas

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

- > develop the right solutions with our community, continuously learning and adapting;
- > focus on a set of achievable priorities especially local issues;
- > deliver within capital and operating budget; and
- > maximise impact by securing external funding and input through collaboration with our stakeholders and all tiers of government.

The 2024 refresh of the *ITS* sets out the priority areas (see the table below).

The next sections explain the outcomes sought and the priority areas. Priority areas will be supported by annual action plans where projects and deliverables are defined. Council will work with the Victorian Government, operators, stakeholders and community participants, including through project-specific public consultation.

PRIORITY AREA 1 — MOVEMENT Efficient movement and connectivity with opportunities in our City and beyond, offering options to the community		1.1 Public transport becomes more appealing, encouraging mode switch from the car 1.2 Road networks are better managed for all users
PRIORITY AREA 2 — PLACE Vibrant and well-designed places for all residents and businesses, supporting their quality of life and livelihoods		2.1 Our centres are more attractive and accessible to all 2.2 Our community is healthier and happier
PRIORITY AREA 3 — SAFETY A transport network where everyone is safe and feels safe		3.1 Active travel is safer and feels safer, thus encouraging mode switch from the car 3.2 Accident risks are lower and the impacts less severe
PRIORITY AREA 4 — SUSTAINABILITY More sustainable transport, minimising adverse impacts on the environment		4.1 More people feel encouraged to choose active and public transport, switching from the car 4.2 Emissions from vehicles are reduced
CAPABILITY, IMPLEMENTATION, MONITOR AND EVALUATION Strengthen our capability, collaborating and delivering improvements more effectively		5.1 Work more effectively with stakeholders and community 5.2 Deliver more effectively based on stronger evidence and inclusivity

PRIORITY AREA 1 — MOVEMENT



Efficient movement and connectivity with opportunities in our City and beyond, offering options to the community

THEME 1.1

Public transport becomes more attractive as a travel option, encouraging mode switch from the car.

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
1.1.1 There are more public transport services for our community.	Advocate to the Victorian Government (with our neighbouring Councils) to improve: (a) bus services — frequency, reliability, operating hours, connections, real-time information, access to Bentleigh East/East Village and connecting key nodes in the southern part of the City ³⁵ (b) train services — capacity and service patterns through Metro Tunnel and level crossing removals (c) tram services — reliability, frequency, accessibility, Route 67, services to Bentleigh East/East Village along North Road and the Caulfield to Rowville Link (d) more integrated timetabling between all modes.	Continue our advocacy efforts and refine based on Victorian Government responses.
1.1.2 There are more accessible stops and safer environments for all users.	Advocate to Victorian Government for more accessible ³⁶ bus and tram stops, as well as improved actual and perceived safety at stops for all users.	As above.

THEME 1.2

Road networks are better operated and designed for all users

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
1.2.1 Minimise delays and congestion on key arterial roads, including signal priorities for buses.	Work with the Victorian Government on network performance improvement, including signal optimisation as part of the <i>Smarter Roads</i> program. ³⁷ Support rollout in our City and collect feedback from local residents, including on the impact of changes to traffic flows from local residential streets to arterial roads/efficient driving routes. We will work with neighbouring councils on cross-boundary improvements.	New action to engage with the Victorian Government. Refine approach based on response.
1.2.2 Needs and interests of all street and road users are balanced.	Apply <i>Glen Eira Street Design Guidelines</i> ³⁸ on future infrastructure and urban design improvement projects, ³⁹ reflecting the intended purpose of the network and the users' diverse needs at the locations. This includes treatments to improve safe movements for people living with disabilities and all vulnerable street users.	Implement designs and review feedback.

35. Including potential application of SmartBus (or better) concept and branding, with improvements building on Department of Transport's bus network reform, advice from Commission for Melbourne and Infrastructure Victoria. Based on community feedback, our focus will include improving bus services to Bentleigh East and tram Route 67 along Glen Huntly Road.

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

37. The Victorian Government is investing \$340 million in the program. The Department of Transport's analysis shows a three to six per cent reduction in travel time, including on some of the most congested roads. Source: *Smarter journeys on Smarter Roads*.

38. *Glen Eira Street Design Guidelines Summary Document 2023*.

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

PRIORITY AREA 2 — PLACE

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



THEME 2.1

Our centres are more attractive and accessible

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
2.1.1 Our structure plans are delivered with the transport improvements needed for the activity centres to be successful as they grow over time.	Integrated with land-use and housing development, improve transport based on the characteristics and needs of precincts. Review parking provision at new developments and on-street car parking based on local characteristics and community needs. If applicable, optimise or consolidate parking and improve parking management. Review active travel facilities and the environment, including bike parking such as parklets, crossings, wayfinding, streetscape, amenity, tree canopy and perceptions on safety. ⁴⁰	Ongoing as part of our structure plan development, to be refined over time.
2.1.2 Our neighbourhoods are more attractive as places to live and play, with quality connections to places of interests, such as open spaces and schools.	Work with the local community and traders to develop initiatives that bring multiple modes and services together. There will be a focus to encourage mode switch from cars, especially for local short trips.	Review and refine approach, taking on board lessons learnt from past designs.
2.1.3 Our centres and services are more accessible for people living with disabilities.	Review all-abilities parking quantities, locations and customer information. Then, work with users and disability groups to develop the most appropriate next steps.	New action to develop with specific user groups.

THEME 2.2

Our community is healthier and happier

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
2.2.1 There are more high-quality active travel opportunities, especially trails and connections.⁴¹	(a) Complete Rosstown Rail Trail safety improvements, including marked bike stencils, traffic calming including raised pavements, better signage to raise awareness of people walking and riding bikes.	Implement, then review impact to inform future planning.
	(b) Develop designs and plans for Green Link cycling and walking path. ⁴²	Continue our planning and advocacy efforts and refine.
	(c) Progress options for the Frankston Rail Trail. ⁴³	
	(d) Advocate to the Victorian Government for funding assistance along with Boyd Park connection. ⁴⁴	

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

41. The physical and mental health benefits of active travel are well-documented, including in the current Victorian Government's and Australian Transport Assessment and Planning (ATAP) guidelines.

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

43. Connecting Moorabbin to Bentleigh.

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

PRIORITY AREA 3 — SAFETY



A transport network where everyone is safe and feels safe, especially for the vulnerable

THEME 3.1

Active travel is safer and feels safer

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
3.1.1 There is more bike infrastructure that improves safety.	Develop on-road bike lanes, including those identified as part of the Strategic Cycling Corridor. We will work with the Victorian Government and neighboring councils on solutions, such as protected and separated infrastructure, where supported by the community overall. This includes developing solutions along the South Road corridor with Bayside and Kingston Councils and the Victorian Government, and other cross-council routes, such as those with Port Phillip. We will also explore opportunities along other corridors, such as the Principal Bicycle Network, including by using a network of local connections to deliver important connections, such as sections of Neerim Road.	Continue our planning and advocacy efforts and refine based on response from the Victorian Government, neighbouring councils and the community.
	Work towards a comprehensive network of safe local routes for walking and riding bikes, connecting key points of interest such as schools, activity centres, railway stations, Council facilities and open space. Based on community feedback on local issues, we will develop a program to improve existing assets to encourage active travel, including potential affordable improvements to footpaths, signs and crossings, and incremental improvements to on-road cycling space.	New action, develop and test first, then refine approach for further rollout.
3.1.2 Help people feel more confident when riding bikes.	Work with interest groups to build deeper understanding of the specific barriers to riding bikes faced by different groups in Glen Eira. This will inform us when developing targeted initiatives to address safety concerns, including through road user behavioural changes, speed limit adjustments, infrastructure improvements and community courses to improve riding skills and confidence. ⁴⁵	New action, develop and test first, then refine approach for further rollout.

THEME 3.2

Accident risks are lower and the impacts less severe

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
3.2.1 Road safety is improved, particularly in local neighbourhood areas and for the most vulnerable users.	(a) Work with schools, interest groups and local residents to improve infrastructure in school and neighbourhood areas, including lighting, crossings and traffic calming. Also work with schools on safe behaviours including for using e-scooters and e-bikes. ⁴⁶	Review and refine approach, taking on board lessons learnt from past designs.
	(b) Understand the complexities of commercial shared e-mobility such as Lime e-bikes and e-scooters, including benefits and safety risks. Decide on whether to support their rollout in Glen Eira.	New action, understand risks and safety implications.

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

46. We will take on board the recommendations from the Inquiry into the impact of road safety behaviours on vulnerable road users (May 2024) when developing and delivering safety treatments.

PRIORITY AREA 4 — SUSTAINABILITY

More sustainable transport, minimising adverse impacts on the environment



THEME 4.1

Encourage more people to choose active and public transport

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
4.1.1 People have more positive attitudes and behaviours towards switching from cars to active and public transport.	Promote active and public transport to the community: (a) work with schools on active travel programs that also encourage parents to use alternatives to their car, such as cargo-bikes ⁴⁷ (b) organise events to encourage the use of active travel trails (c) develop a active travel program for people who choose driving by default (d) work with the Victorian Government to encourage the use of Next Generation Tram and X'trapolis 2.0 trains.	Continue with our active travel behaviours programs. Expand over the next five years, to be developed with the community and the Victorian Government.
4.1.2 People find it easier to park their bicycles at home.	Work with industry and the Victorian Government to develop guidelines and potential requirements for new housing developments to adopt better standards for bicycle parking.	New action for collaboration across industry and government.

THEME 4.2

Emissions from vehicles are reduced

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	
4.2.1 People find it easier to adopt EVs.	(a) Work with industry and the Victorian Government to develop guidelines and potential requirements for new housing developments to adopt better standards for EV charging at home, (b) issue Expression of Interest to commercial suppliers and operators to generate interest for delivering EV charging stations in activity centres.	New action for collaboration with operators and government.
4.2.2 Bus emissions are reduced.	Advocate to the Victorian Government for zero emission buses. Work with operators on bus depot access issues from Council roads.	New action for collaboration.
4.2.3 The Council's own emissions are reduced.	Continue with Council's EV fleet transition.	Expand current Council initiative to broader travel emissions.

47. For the avoidance of doubt, this point does not concern commercial shared e-bikes/vehicles that do not meet regulatory requirements or the anti-social use of e-bikes. Research from other parts of Melbourne shows that e-bikes can help replace car trips, such as for school runs, with a higher uptake among women than men.

Capability, implementation, monitoring and review

Strengthening capability

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



CAPABILITY, IMPLEMENTATION, MONITOR AND REVIEW

Stronger capability to deliver better results

THEME 5.1

More effective working with stakeholders and our community

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
5.1.1 Our ability to deliver results for the community is stronger through collaboration with stakeholders and other government bodies.	Work with the Victorian and Australian Governments, neighbouring councils, as well as stakeholders, to develop and fund initiatives. This includes working with the Transport Accident Commission to improve safety. ⁴⁸ Advocate for the Victorian Government to help develop a metro-regional strategy for the inner/middle South East Melbourne.	Ongoing and with greater focus on road safety issues.
5.1.2 We are more effective at working with the community when developing plans and solutions.	Continue to communicate with our community through the range of existing channels. Expand our outreach through further development of our communications and engagement methods, including with targeted groups, such as traders, schools and other networks when developing initiatives.	Ongoing and with greater focus on expanding contacts and collaborative working on specific issues.

THEME 5.2

More effective delivery based on stronger evidence and inclusivity

OUTCOME	PRIORITY AREA FOR ANNUAL ACTION PLAN	CURRENT STAGE
5.2.1 We have stronger data to support our actions.	(a) Enhance data collection and analysis, including consolidating internal data records and building greater understanding as we work with community groups on their nuanced needs and perspectives, (b) collaborate with academia and research institutes on Smart Cities, including urban heat and walking paths. ⁴⁹	Ongoing with greater focus on data consolidation and application for initiative design.
5.2.2 We make the most of the suite of tools available to strengthen our inclusion agenda and support our diverse community members.	Ensure the application of universal design principles and Gender Impact Assessment ⁵⁰ on projects.	Ongoing with greater focus on adopting best practice across our work.

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

49. This includes the continued collaboration with Swinburne University.

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

Strategy implementation

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

HIGH LEVEL TIMELINE	FINANCIAL YEAR ENDING IN JUNE	2025	2026	2027	2028	2029
1.1.1 Advocate on public transport services						
1.1.2 Advocate on stops						
1.2.1 Work with Victorian Government on Smarter Roads program						
1.2.2 Apply <i>Street Design Guidelines</i>						
2.1.1, 2.1.2 Improve transport for centres and neighbourhoods						
2.1.3 Review all-ability parking and develop next steps						
2.2.1 (a) Complete Rosstown Rail Trail improvements						
2.2.1 (b) Advance design/planning, then advocate for cycle trails						
3.1.1 (a) Develop major bike lanes						
3.1.1 (b) Improve existing assets for active travel						
3.1.2 Undertake cycle safety research and address barriers including confidence						
3.2.1 (a) Develop neighbourhood safety initiatives						
3.2.1 (b) Develop position on commercial e-mobility						
4.1.1 Encourage positive behaviours for greener travel						
4.1.1 (d) Promote new trams and trains						
4.1.2, 4.2.1(a) Develop guidelines on cycle parking and EV charging						
4.2.1 (b) Develop and issue EoI for commercial EV charging						
4.2.2 Advocate for zero emission buses						
4.2.3 Continue with Council EV transition						
5.1.1, 5.1.2, 5.2.1, 5.2.2 strengthen Council capability						

Monitoring and evaluation

As we begin to implement the *ITS*, it is important to understand whether we are making a positive change. Following the *ITS*, each priority area will have its annual action plan with its own specific and detailed monitoring and evaluation methodology. We will differentiate between our immediate actions that we can control and the ultimate results, which are influenced by a range of factors.

The methodology will detail how we monitor and evaluate each step, from planning through to refinement steps, with a set of key questions to be answered, providing confidence and supporting learning throughout the process. The table below summarises our approach for monitoring and evaluation.

STEP	OUR KEY QUESTIONS	SUB-QUESTION (EXAMPLES OF MEASURES TO BE ADAPTED AS APPROPRIATE FOR EACH ANNUAL ACTION PLAN)
Plan — how to make the change	Have we developed the right plan?	Are we engaging with the community? (Groups reached out to, number of working sessions held, feedback gained, specific groups engaged, such as women, people with a disability, culturally and linguistically diverse communities) Are we engaging with stakeholders? (Meeting requests made to Victorian Government, agreements reached) Are we taking on board best practice and lessons learnt? (Documents reviewed, technical experts engaged)
Execute — implement the change	Are we progressing well against plan?	Are we delivering on time and to budget? (Project plan, budget tracker) Are we delivering the outputs as planned? (Deliverables approved and accepted, physical change made, our promotional website clicks and dwell time)
Review — how effective is the change	Are we seeing the results?	Are we seeing results at the project level? (Compare performance before versus after intervention at the specific location/among specific target groups, whether better compared to benchmarks, number of beneficiaries/participants, feedback from participants, including from different age and gender groups and whether living with a disability) Are we seeing results at the broader level? (Community survey results and feedback, Victorian Government data, including accidents, patronage and traffic, Census)
Identify — opportunities for refinement	What improvements can we make?	Do we understand what is the difference between what we planned and what we have achieved, and why? (Desktop analysis, review sessions, participant and broader community feedback) Do we have a workable plan to take on board the learning and develop a best set of next steps? (Progress reviews, stakeholder feedback)



GLEN EIRA
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