Glen Eira City Council

Council Plan Action Plan 2026–2027



City of GLEN EIRA

GLEN EIRA
CITY COUNCIL

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

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OFFICIAL: Sensitive



ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

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

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

Council Plan 2025-2029

Our *Council Plan* was shaped with our community. It brings together our long-term goals and fully integrates our health and wellbeing priorities. It recognises that the places we gather, how we move around and how welcome we feel all influence our health, wellbeing and sense of belonging.

Our health and wellbeing priorities

1. Preventing all forms of violence
2. Increasing active living
3. Improving wellbeing
4. Reducing harm and
5. Addressing the health impacts of climate change



Annual Action Plan 2026-2027

Glen Eira is growing and our suburbs are being used more than ever. More people are walking our streets, enjoying our parks, visiting libraries and community hubs and spending time in local shopping strips. This is positive, but it also means the everyday services we rely on need more care and investment to keep up.

Our *Action Plan* and *Budget* for 2026–2027 focus on strengthening the essentials, improving neighbourhoods, supporting social cohesion, backing local businesses and taking practical action on climate and the environment. These priorities reflect what our community consistently tells us matters most.

This includes a strong focus on community safety and inclusion, particularly through our *Community Safety Framework*, continuing the Social Cohesion Taskforce and delivering our *Antisemitism Strategy*.

Throughout this *Plan*, you'll find the ♥ icon, which highlights items that contribute to addressing our health and wellbeing priorities and the 🔑 icon, which highlights items that contribute to reducing barriers that may limit people with a disability from accessing goods, services or employment or from participating in community life.

We are also taking steady, practical steps to strengthen environmental resilience through a new *Urban Forest Strategy*, biodiversity corridors, Getting Off Gas upgrades and improved recycling and waste diversion.

Underpinning all of this is our commitment to long-term financial sustainability. Rising costs and increasing demand mean we must focus on renewing the assets people

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use every day, improving service efficiency and ensuring transparent decision-making.

Reporting on our progress against these actions will be provided to the community six monthly in March and September 2027.

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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.

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Objective 1.1 Our community feels safer

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • collaborate with stakeholders to raise awareness and build community capacity to address and support community safety and promote safe neighbourhoods • advocate to the Victorian and Australian Governments for stronger investment in violence prevention, community safety infrastructure and support services	• Maintain or increase feeling safe in Glen Eira during the day
	• Increase feeling safe in Glen Eira after dark

Major initiatives

1.1.1 Implement *Antisemitism Strategy* to promote inclusion and social cohesion ❤	• Year one priority actions in the *Antisemitism Strategy* delivered

Actions to achieve the strategic objectives

Action	Deliverable
1.1.2 Implement a coordinated program of community safety strategies, partnerships and advocacy aligned to the *Community Safety Framework* ❤	• *Community Safety Framework* implemented, with coordinated safety initiatives and the Social Cohesion Taskforce continuing operations
1.1.3 Conduct audits of security systems and lighting across Council-owned buildings, facilities and key public spaces	• Completed audit of security systems identifying compliance gaps and priority upgrades • Identified lighting blind spots across car parks and footpath networks with prioritised improvement actions
1.1.4 Redevelop and launch the RESPECT campaign at Glen Eira Leisure ❤	• RESPECT campaign implemented across Glen Eira Leisure facilities

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Objective 1.2 Our vibrant arts and culture programs strengthen the cohesion of our community

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • improve the diversity of Council-run events to increase community participation • strengthen relationships with First Nations people and Traditional Owner groups • provide local and meaningful opportunities for arts and creative participation, learning and expression	• Maintain or increase community satisfaction with community and cultural activities
	• Maintain or increase community satisfaction with arts centres and libraries

Actions to achieve the strategic objectives

Action	Deliverable
1.2.1 Profile local artists and performers through Council-led arts programs and events	• A program of arts activities and events showcasing local artists delivered across Glen Eira's places and spaces
1.2.2 Improve Carnegie Library spaces, use and accessibility	• Improvement works progressed at Carnegie Library in line with recommendations from the 2025 review
1.2.3 Adopt the *Reconciliation Action Plan*	• *Reconciliation Action Plan* formally endorsed by Council and submitted to Reconciliation Australia
1.2.4 Enable extended opening hours at Elsternwick Library and Bentleigh Library and Youth Hub	• Extended self-service library hours operational at Elsternwick Library and Bentleigh Library and Youth Hub

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Objective 1.3 Our community has a strong sense of connection and belonging

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • support social cohesion initiatives that promote respect, inclusion and improve access to opportunities for connection • improve the accessibility of programs, services and facilities that we and our partners provide to the community • improve our approach to promoting diversity and inclusion, gender equity and supporting people with disability 🔑 • prioritise support for those experiencing social isolation, vulnerable families, people living with chronic illness and those whose health may be impacted by climate change • support, encourage and build the capacity and resilience of local community groups that promote connection, cultural expression and inclusive community interactions across all ages and backgrounds	• Increase opportunities to be active and involved in the community • Maintain or increase quality of life in Glen Eira • Maintain the number of community groups awarded grants

Actions to achieve the strategic objectives

Action	Deliverable
1.3.1 Implement the *Diversity and Inclusion Framework* across Council services 🔑 ❤️	• Two service-level inclusion audits completed • Welcoming Cities accreditation process commenced • Diversity Champions network established
1.3.2 Activate key activity centres through community events and partnerships	• Precinct activation events delivered • New partnerships established with local traders and community groups
1.3.3 Implement the refreshed *Community Grants Program*	• Updated Community Grants Policy implemented, incorporating changes from the grants review

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Objective 1.4 Our community has improved physical and mental health and wellbeing

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • increase collaboration and partnerships to enhance the health, wellbeing and resilience of the community • raise awareness of issues impacting our community, such as mental health, cost-of-living pressures, affordable housing and homelessness	• Maintain or increase Glen Eira Leisure Every Body Active attendances • Maintain or increase Glen Eira Leisure membership • Decrease self-reported psychological distress • Increase residents meeting physical activity guidelines

Actions to achieve the strategic objectives

Action	Deliverable
1.4.1 Co-design and deliver a wellbeing initiative with the Youth Engagement Team	• New youth-focused wellbeing program developed and delivered
1.4.2 Conduct a Climate Vulnerability Assessment to identify communities most exposed to climate risks	• Climate Vulnerability Assessment report delivered, including mapping of at-risk population groups
1.4.3 Deliver health and wellbeing promotion campaigns for the community	• Free Active Communities program delivered • Health and wellbeing seminars, webinars and promotional activities delivered

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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
We will focus on the following priorities in support of this objective: • raise community awareness of the harms from tobacco, vaping, alcohol, gambling and preventable illness • promote healthy lifestyles by sharing information and encouraging behaviour change • strengthen gender equity and prevention of family violence and all forms of violence against women and children	• 73% or greater participation in maternal child health programs
	• Maintain or increase immunisation attendances
	• We have developed an indicator to measure prevention, promotion or participation in programs and will begin monitoring and reporting results for this indicator through our mid-year and annual reporting this year

Actions to achieve the strategic objectives

Action	Deliverable
1.5.1 Develop and implement an *Age-Friendly City Action Plan*	• Age-Friendly City Action Plan developed and endorsed
1.5.2 Work with partners to design and implement harm-reduction initiatives addressing alcohol, gambling, tobacco, vaping and other drug use	• A coordinated harm-reduction program implemented, including collaborative advocacy activities and joint promotion campaigns
1.5.3 Build workforce and community capability to prevent and respond to family, sexual and gender-based violence	• Workforce and community training delivered, with clear referral pathways in place to safely identify, address and refer family, sexual and gender-based violence

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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. We are 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.

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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
We will focus on the following priorities in support of this objective: • enhance our parks, gardens, playgrounds and open spaces so they are inclusive, sustainable and responsive to community needs • ensure equitable access to our facilities for women and girls • progress the development of new public open space, advocating for funding to other levels of government • advocate for greater access and the development of community infrastructure at the Caulfield Racecourse Reserve, working with the Caulfield Racecourse Reserve Trust, Melbourne Racing Club and emerging stakeholders	• Maintain or increase investment in disability access improvements 🔧
	• Maintain or increase library visits per head of population
	• Increase community open space facility bookings
	• Maintain or increase investment in open space
	• Maintain or increase community satisfaction with recreation facilities

Major initiatives

2.1.1 Complete construction of the Mackie Road Reserve Pavilion, Bentleigh East	• Construction of a new pavilion to accommodate the growing needs of tenant sports clubs including: (a) catering for growing female participation, (b) increasing junior participation and (c) club social activities This project is in partnership with the Victorian Government

Actions to achieve the strategic objective

Action	Deliverable
2.1.2 Revitalise the East Boundary Road Bentleigh Traffic School site	• The new park is completed and open to the public

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Action	Deliverable
2.1.3 Conduct accessibility and inclusion audits of Council-owned community facilities and open spaces 🔑	• Accessibility and inclusion audit framework developed in line with best-practice standards (e.g. DDA, Universal Design, Communication Access) • Site audits completed for our priority facilities and open spaces

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Objective 2.2 Our places are safe, healthy and versatile

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • deliver facilities and infrastructure that encourage community health and wellbeing, including parks, footpaths, facilities and support for participation in sport and recreation • undertake planning to ensure our community facilities and infrastructure meets our needs now and into the future, balancing community benefit and long-term financial sustainability • develop plans to enhance and activate the Town Hall Precinct as a thriving community hub • increase community awareness of our community facilities and infrastructure	• Maintain or increase community satisfaction with enforcement of local laws
	• Enhance amenity and safety through public space patrols
	• Increase community room bookings

Major initiatives

2.2.1 Adopt Council's first *Community Infrastructure Plan*	• *Community Infrastructure Plan* informs our decision-making

Actions to achieve the strategic objective

Action	Deliverable
2.2.2 Investigate future uses for the Elsternwick Bowls Club building as part of open space planning for the site	• Feasibility assessment completed outlining long-term use options for the building
2.2.3 Review Council's *Open Space Masterplans* to strengthen consideration of safety, inclusion, equity and gender equity 🔑	• Updated *Open Space Masterplans* incorporating Crime Prevention Through Environmental Design (CPTED) principles and improved accessibility, inclusion and gender equity outcomes

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Objective 2.3 Our vibrant and clean activity centres support a thriving local economy

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • collaborate with local traders' associations, business networks and community groups to revitalise shopping strips, deliver improvements to local amenity and encourage economic activity • enhance the appeal, amenity, cleanliness and accessibility of our activity centres • adopt a holistic approach to economic development, including consideration of wellbeing economy principles	• Maintain or increase retail occupancy rate • Maintain community satisfaction with the appearance of public areas • Maintain or increase investment in activity centres • Maintain or increase the frequency of our cleansing services within our activity centres

Actions to achieve the strategic objective

Action	Deliverable
2.3.1 Continue implementation of the *Better Streets, Better Places* Streetscape program across major activity centres	• Implementation of *Carnegie Activity Centre Koornang Road Masterplan*
2.3.2 Implement Council-endorsed actions under the *Glen Eira Activity Centre Parking Management Strategy — Revision A — June 2025*	• Undertake a 12-month review of parking sensor data to assist with timely and efficient parking enforcement • Introduce a voluntary, opt-in-app providing real-time parking information • Align and/or extend existing parking restrictions to cover evenings, including weekends in Bentleigh, Carnegie and Elsternwick Activity Centres
2.3.3 Deliver a public art installation project in the Elsternwick Activity Centre	• Completion of lighting and public art installation project
2.3.4 Complete delivery of the *Placemaking Strategy 2023–2027*	• Final year of actions from the *Placemaking Strategy* delivered

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Objective 2.4 Our places are well connected by a variety of transport options

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • increase and enhance walking, cycling, active and accessible transport options, such as footpaths, shared paths, bike parking, crossings, wayfinding and lighting. • advocate to the Victorian Government for more accessible bus and tram stops and improved actual and perceived safety at stops for all users 🔑 • advocate to the Victorian Government to improve public transport frequency, reliability, operating hours, connections, real-time information, access to Bentleigh East and connecting key nodes in the southern part of the City	• Increase community satisfaction with the condition of local streets and footpaths in your area • Maintain or increase investment in active travel

Actions to achieve the strategic objective

Action	Deliverable
2.4.1 Deliver active travel improvements along the Frankston Rail Trail ❤️	• On-road cycling infrastructure delivered between Bentleigh and Moorabbin • Lighting, landscaping and seating upgrades completed between Caulfield and Bentleigh
2.4.2 Partner with schools to develop local traffic, parking and pedestrian movement plans with a focus on safety ❤️	• Traffic, parking and pedestrian movement plans developed for up to two schools • Supporting safety education initiatives delivered for up to two schools
2.4.3 Implement a footpath condition improvement program across the municipality 🔑	• 10,000 square metres of footpaths renewed • Uneven surfaces treated at identified priority locations across the municipality
2.4.4 Audit lighting along key walking routes within 800 metres of major activity centres and train stations 🔑	• Completed lighting audit, identifying compliance gaps and priority improvement actions along key walking routes

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Objective 2.5 We have diversified housing options while maintaining local neighbourhood character

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • advocate to the Victorian Government for housing diversity outcomes that maintain our unique local identity • advocate for improved social and affordable housing outcomes • increase our advocacy to all levels of government to take action on housing stress and housing diversity in our community	• Maintain or decrease the percentage of canopy tree removal permits issued
	• Increase the number of heritage places and precincts identified

Actions to achieve the strategic objective

Action	Deliverable
2.5.1 Conduct a heritage review for one suburb	• Heritage review completed for Caulfield
2.5.2 Review Council's strategic planning documents to manage housing growth across the municipality	• Review commenced to assess implications of the Victorian Government's activity centres program on housing growth in Glen Eira • Review of the Glen Eira Planning Scheme commenced

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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 and place. Through education, partnerships and local action, we're building a culture of shared responsibility.

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Objective 3.1 Our urban greenery and biodiversity are enhanced

Strategic priorities and indicators

Strategic objective	Strategic indicators
We will focus on the following priority in support of this objective: • maintain and expand our urban tree canopy and biodiversity plantings	• Maintain or increase trees planted annually, prioritising indigenous species where possible and appropriate • Maintain or increase indigenous trees and understory plantings

Major initiatives

3.1.1 Develop a new *Urban Forest strategy* incorporating *Biodiversity Plan* objectives	• Community engagement completed to inform the strategy • New *Urban Forest strategy* adopted

Actions to achieve the strategic objectives

Action	Deliverable
3.1.2 Partner with thecommunity to protect and enhance biodiversity along identified biodiversity corridors	• Pilot biodiversity corridor project delivered in partnership with the community

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Objective 3.2 Our air and waterways are healthy

Strategic priorities and indicators

Strategic objective	Strategic indicators
We will focus on the following priorities in support of this objective: • collaborate with our partners to raise community awareness and support and promote community education about preventing pollution and improving air quality • encourage environmentally sustainable and water-sensitive urban design • enhance our approach to integrated water management and stormwater systems	• Water-sensitive urban design assets installed • We are developing a strategic indicator for measuring/monitoring air quality in conjunction with actions within the Climate Emergency Response Strategy

Actions to achieve the strategic objectives

Action	Deliverable
3.2.1 Advocate to government on environmental policies relating to public health, air quality and pollution ❤️	• Submissions made to Victorian and Australian Governments on healthy air and waterway priorities • Advocacy activities undertaken through networks and partnerships
3.2.2 Participate in the Elster Creek Litter Collaboration to deliver actions under the *Elster Creek Litter Action Plan*	• Partnerships strengthened with community groups to deliver *Elster Creek Litter Action Plan (ECLAP)* priorities • 2026-2027 *ECLAP* actions completed
3.2.3 Review operations at Booran Reserve to improve efficiency and community use	• Updated operating arrangements implemented to improve efficiency while supporting optimal community use

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Objective 3.3 Council and community emissions are reduced

Strategic priorities and indicators

Strategic objective	Strategic indicators
We will focus on the following priorities in support of this objective: • deliver and enhance the accessibility of low-emission technologies across our assets and services through partnerships with others (e.g. EVs, solar, energy efficiency) • raise community awareness about reducing energy use, clean energy adoption and sustainable transport	• Zero Council emissions from natural gas, fuel, refrigerant and electricity usage by 2031
	• Community emissions — during the term of this plan, we will explore developing a strategic indicator for measuring / monitoring community emissions in conjunction with actions within the *Climate Emergency Response Strategy*

Major initiatives

3.3.1 Commence construction of the *GESAC Getting off Gas* project	• Gas to electric conversion commenced at GESAC

Actions to achieve the strategic objectives

Action	Deliverable
3.3.2 Develop and deliver a prioritised gas-to-electric transition program for Council facilities	• Council sites with gas-powered systems identified and prioritised • Feasibility assessments completed and costed transition plans developed • Gas to electric conversions completed at feasible sites, subject to budget approval • Emissions reductions tracked and reported
3.3.3 Investigate and pilot solar and energy infrastructure options, including car park solar and community batteries	• Solar and energy infrastructure solutions piloted or adopted
3.3.4 Engage the community to support transition to low-emissions and sustainable transport options	• Community information and promotion activities delivered to encourage EV uptake • Community engagement programs delivered to promote active and sustainable transport
3.3.5 Advocate for policies and investment that reduce vehicle emissions	• Submissions prepared to Australian and Victorian Governments on planning reform and sustainable transport initiatives

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Action	Deliverable
	• Advocacy activities undertaken with MPs and senior decision makers

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Objective 3.4 Waste to landfill is reduced

Strategic priorities and indicators

Strategic objective	Strategic indicators
We will focus on the following priority in support of this objective: • enhance community awareness and participation in waste reduction and circular economy initiatives	• Maintain or increase waste diverted from landfill

Actions to achieve the strategic objectives

Action	Deliverable
3.4.1 Develop and implement a *glass recycling plan*	• *Glass recycling plan* adopted
3.4.2 Review Council's *Waste management pricing policy*	• Internal review of the *Waste management pricing policy* completed • Timing for policy update assessed • Project plan for policy update developed
3.4.3 Engage food waste generating businesses to reduce waste sent to landfill	• Engagement and communication activities delivered to support food-waste diversion by businesses
3.4.4 Investigate implementation of Container Deposit Scheme at leisure facilities	• Report on findings presented to Council

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Objective 3.5 Our community is actively engaged in Caring for Country and the natural environment

Strategic priorities and indicators

Strategic objective	Strategic indicators
We will focus on the following priorities in support of this objective: • adopt and promote principles of environmental stewardship and Caring for Country • enhance community awareness, education and participation in local environmental action, environmental stewardship and caring for country	• Increase Council-led Community Caring for Country, biodiversity and conservation events

Actions to achieve the strategic objectives

Action	Deliverable
3.5.1 Deliver community engagement programs that educate and support Caring for Country	• Community engagement activities delivered to build understanding and participation in Caring for Country initiatives
3.5.2 Integrate First Peoples' knowledge into Council's climate emergency response	• Biodiversity and urban greening programs informed by Traditional Ecological Knowledge and cultural values
3.5.3 Partner with First Peoples to support connection to Country in Glen Eira	• Collaborative initiatives developed with Traditional Owner organisations to support connection to Country

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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.

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Objective 4.1 We are financially secure and sustainable

Strategic priorities and indicators

Strategic objective	Strategic indicators
We will focus on the following priorities in support of this objective: • implement the *Long-term Financial Plan* to support the achievement of Council's strategic objectives • diversify and maximise our revenue sources	• Maintain 100 per cent liquidity or above

Major initiatives

4.1.1 Implement the second year of actions from the *Financial Sustainability Strategy*	• Updated service review process in place for priority services • Transparent *pricing policy* developed and introduced
4.1.2 Advocate for Glen Eira's priorities ahead of the 2026 Victorian State Election	• Funding and policy reform commitments secured for Glen Eira

Actions to achieve the strategic objectives

Action	Deliverable
4.1.3 Embed the *Grants Framework* across Council to strengthen funding outcomes	• All grant applications aligned to the *Grants Framework* • Two staff training sessions delivered • Centralised grants database established • Grant success rates tracked and reported
4.1.4 Strengthen asset management to focus on renewing assets based on their condition and level of risk	• Condition assessments completed across civil, building and open space assets • Forward renewal programs developed and implemented for all asset categories
4.1.5 Progress the implementation of the *Strategic Property Plan 2025-2030*	• Phase 2 sites investigated under the *Strategic Property Plan*

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Action	Deliverable
4.1.6 Implement the strategic sourcing and procurement roadmap	• Actions from the procurement and sourcing roadmap implemented • Procurement business processes improved in line with the roadmap

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Objective 4.2 Our community is informed and engaged

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • enhance and expand how we promote and communicate opportunities more broadly to our community to access our services, programs and events to build community awareness, particularly with harder to reach and vulnerable cohorts	• Increase community satisfaction with consultation and engagement
	• Increase community satisfaction with informing the community

Actions to achieve the strategic objectives

Action	Deliverable
4.2.1 Strengthen data-driven approaches to community engagement and reporting	• Two staff training sessions delivered • Community reporting information strengthened on Council's website
4.2.2 Enhance the accessibility of Council communications	• First-year Accessible Communications Blueprint actions implemented • Accessibility performance measures tracked and reported • Continuous improvement cycle established
4.2.3 Expand customer forums and customer journey mapping to improve customer experiences	• Customer forums expanded to include Glen Eira Leisure • Customer journey maps completed for top two customer service experiences
4.2.4 Improve promotion of Council services informed by community feedback through social media	• Deliver first year actions of the Social Media Blueprint • Increased community awareness indicated through analytics • Community-focused storytelling expanded to improve engagement

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Objective 4.3 Our community has trust and confidence in our decisions

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • enhance how we use community feedback, insights and data to inform our planning and decision-making • continue to strengthen our approach to governance and transparency	• Increase community satisfaction with decisions made in the interest of the community
	• Increase community trust in us

Actions to achieve the strategic objectives

Action	Deliverable
4.3.1 Strengthen plain-language communication for major decisions	• Plain-language summaries published for major decisions • Community feedback collected on accessibility and usefulness
4.3.2 Review Council's Risk Appetite Statement	• Updated Risk Appetite Statement aligned to our strategic objectives and operating environment
4.3.3 Implement governance and compliance software to enable improved Council governance	• Automated governance software implemented for delegations, authorisations, policy management and legislative compliance
4.3.4 Enhance decision-making across Council to support transparency and consistency	• Decision-making framework embedded in planning and service delivery

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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
We will focus on the following priorities in support of this objective: • enhance service delivery through continuously evaluating changing customer and community needs • maximise opportunities for partnerships and philanthropy • enhance our capacity for service innovation through implementing an *Innovation and Continuous Improvement Framework* and program	• Maintain or increase customer service satisfaction
	• Maintain or increase customer service calls answered within service standard

Actions to achieve the strategic objectives

Action	Deliverable
4.4.1 Enhance event booking services at Council-owned venues	• Concierge service established at Council's primary premier venues
4.4.2 Engage the community to shape and improve Council services	• List of service improvements and new initiatives developed from community feedback • Service improvement plans finalised and shared with the community

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Objective 4.5 Our technology enables us to achieve our strategic priorities

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priorities in support of this objective: • enhance our technology, data and digital capabilities to support the achievement of our strategic objectives • develop an *AI Framework, Policy and Roadmap*	• Increase percentage of customer enquiries through digital channels (from mix of traditional | digital)

Actions to achieve the strategic objectives

Action	Deliverable
4.5.1 Deliver the first year of actions from the *Digital and Technology Strategy* roadmap	• Website and content management system improvements delivered • Reliable source of customer information established • Information management practices improved • Cyber security posture strengthened
4.5.2 Complete the delivery of a new finance system	• New finance system delivered

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Objective 4.6 Our workforce is capable, informed and engaged

Strategic priorities and indicators

Strategic priorities	Strategic indicators
We will focus on the following priority in support of this objective: • implement our *Workforce Plan* to build the capability and performance of our people	• Maintain employee satisfaction rating • Increase employee compliance training completion

Actions to achieve the strategic objectives

Action	Deliverable
4.6.1 Implement Year one actions from the *People Strategy*	• Year one *People Strategy Action Plan* delivered, including *Workforce Plan* commitments

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Glossary

Term	Definition
Active living	Incorporating physical activity into daily life.
Amenity	The pleasantness and usability of a place, including cleanliness, safety and facilities.
Bicycle network	An Australian charity, one of the largest cycling membership organisations in the world, whose mission is to have More People Cycling More Often.
Biodiversity	The variety of plant and animal life in an area.
Caring for Country	A First Nations concept of caring for the land, water and natural systems in a holistic and respectful way.
Circular economy	A system that reduces waste by reusing, recycling and repurposing materials.
Climate Vulnerability Assessment	An assessment that identifies populations, places and systems most exposed to the impacts of climate change to inform targeted adaptation actions.
Community Safety Framework	A Council-endorsed framework guiding coordinated actions, partnerships and advocacy to improve community safety and perceptions of safety.
Community vision	A long-term aspiration developed with the community input that guides Council planning.
Crime Prevention Through Environmental Design (CPTED)	A design approach that reduces opportunities for crime by shaping the built environment to improve visibility, safety and natural surveillance.
Disability Discrimination Act (DDA)	A Commonwealth Act in Australia that makes it unlawful to discriminate against people with disabilities in many areas of public life, including employment, education, housing and the provision of goods and services.

Term	Definition
Empathetic parking bay	Parking solutions that are designed with consideration for people with diverse needs, such as those with disabilities, seniors or people with prams.
Gender equity	Fair treatment and opportunities for all genders.
Glen Eira Green link	A community-driven proposal for a linear park along the Sandringham Rail Corridor in Melbourne's south-east, aiming to improve native habitat, tree canopy, walking and biking.
Homelessness protocol	A set of guidelines to respond to people experiencing or at risk of homelessness, ensuring they are treated with dignity and connected to support services.
Landfill diversion	The process of redirecting waste materials away from landfills and toward more sustainable alternatives, such as recycling, composting, reuse and waste-to-energy facilities
Landscape concept design	A scaled drawing and written explanation that communicates the general layout, style and key features of a proposed landscape design.
LGBTIQA+	An acronym representing Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual and other diverse gender, sexual orientation and/or sex characteristics.
Library of Things	A sustainable way to borrow a range of non-traditional library items through our Glen Eira Library service.
Rainbow ready roadmap	A set of resources for Victorian rural and regional communities to build lesbian, gay, bisexual, trans and gender diverse, intersex and queer (LGBTIQA+) inclusion.
Service level agreement	A formal contract or agreement between a service provider and a customer that defines the level of service expected, outlines specific performance metrics (like uptime or response times), details the responsibilities of each party and includes procedures for resolving disputes and penalties if the service levels are not met.
Social Cohesion	The extent to which people feel connected, included and able to participate fully in community life, regardless of background or identity.
Speed cushion	Help control speeding on neighborhood streets, by reducing average speeds.
Splitter island	A raised or painted area used to separate entering from exiting traffic, deflect and slow entering traffic, and provide a refuge for pedestrians crossing the road.
Strategic indicator	A measure used to track progress toward a strategic objective.
Strategic objective	A specific goal Council aims to achieve within a strategic direction.
Strategic priority	A focus area identified by Council as essential to achieving it's strategic objectives and delivering services,

Term	Definition
	infrastructure and amenity improvements.
Streetscape	The overall visual and functional character of a street or area, encompassing its physical features like buildings, trees, footpaths, street furniture and signage.
Universal Design	Design that ensures environments, products and services are usable by all people, to the greatest extent possible, without the need for adaptation.
Wellbeing economy	An approach to economic development that prioritises social, environmental and community wellbeing alongside economic outcomes.
Welcoming cities	A national network of cities, shires, towns and municipalities that are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.
Wombat crossing	A pedestrian crossing in the form of a wide, flat speed bump.
Workforce plan	A document required by legislation that outlines an organisation's future human resources needs, identifying current workforce capabilities, future demands and gaps.

DRAFT

GLEN EIRA
CITY COUNCIL

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

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National Relay Service

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

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

Social media

Glen Eira City Council:
www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:
www.instagram.com/cityofgleneira

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

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