



GLEN EIRA
CITY COUNCIL

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

GLEN EIRA COUNCIL PLAN

ANNUAL ACTION PLAN 2023-2024



GLEN EIRA INTRODUCTION

The Glen Eira Council Plan 2021–2025

The *Council Plan 2021–2025* (the *Council Plan*) is Council's overarching strategic plan outlining the goals it seeks to achieve over the next four years. It shapes how resources will be allocated and how Council will measure and report on its progress and achievements.

The *Council Plan* responds directly to the vision established for the community through the *Glen Eira 2040 Community Vision* and reflects the contributions made by the Glen Eira community throughout the engagement process. It is a Plan for everyone in the Glen Eira community and considers the needs and aspirations of all people who live, work and play here.

There are **five strategic directions** which will guide Council's efforts — they are key focus areas for Council over the next four years. The Council plan strategic directions are supported by **Tier One** and **Tier Two** strategies.

> **Tier One** strategies have broad organisational or community impact and contain high level directions that explain a strategic approach Council is taking. They help explain how Council expects to deliver on the overarching outcomes in the *Council Plan* and typically have other supporting strategies or plans sitting underneath them.

> **Tier Two** strategies are guided by outcomes or actions identified in a Tier One strategy. They tend to have a narrower, more targeted focus and concentrate on one issue or Council service in more detail or may have a more localised place-based focus


To ensure Council tracks its progress and provides transparent reporting to the community, an *Annual Action Plan* has been established, which will be monitored and reported quarterly.

The Annual Action Plan 2023–2024

This *Action Plan* describes the key actions Council will deliver during the 2023–2024 financial year.

Reporting on Council's progress against these actions will be provided to the community quarterly in November 2023, February and May 2024.

The highest priority *Council Plan* actions that are most significant to progress our *Council Plan* are our **major initiatives**.

These have been marked within the action plan with the symbol .



01 **STRATEGIC DIRECTION**
Well informed and transparent decisions and highly valued services



02 **STRATEGIC DIRECTION**
Access to well designed and maintained open spaces and places



03 **STRATEGIC DIRECTION**
A liveable and well planned City



04 **STRATEGIC DIRECTION**
A green and sustainable community



05 **STRATEGIC DIRECTION**
A healthy, inclusive and resilient community

01

We build trust through engaging with our community, delivering quality services and making evidence-based decisions.



**WELL INFORMED AND
TRANSPARENT DECISIONS
AND HIGHLY VALUED
SERVICES**



SUPPORTING STRATEGIES

TIER ONE — [COMMUNITY ENGAGEMENT STRATEGY 2022–26](#)

TIER TWO — [SMART CITIES ROADMAP](#)



STRATEGIC PRIORITY		ACTION		DELIVERABLE
1.1	Ensure our community engagement is accessible and transparent.	1.1.1	Implement <i>Community Engagement Strategy 2022–26</i> year two actions to improve community understanding of, and input into, Council decisions.	Minimum of 90 per cent year two actions completed.
1.2	Proactively communicate with the community about changes that impact them and genuinely listen to their feedback.	1.2.1	Implement a <i>Voice of Customer Program</i> to improve how we gather and respond to customer feedback.	<i>Voice of Customer Program</i> implemented.
		1.2.2 	Advocate to other levels of government for endorsed policy positions and/or funding to support priorities for the Glen Eira community in 2023–24.	<i>Glen Eira Advocacy Priorities 2023–24</i> adopted by Council. Advocacy campaign implemented to highlight Glen Eira priorities ahead of the 2024 state and federal budgets.
1.3	Consider a broad base of evidence before making decisions.	1.3.1	Strengthen our Advisory Committees to support decision making that aligns to community needs and aspirations.	Six monthly evaluations to review committee operations and provide recommendations.
		1.3.2 	Develop a <i>Data Strategy and Governance Framework</i> to protect and manage our data.	<i>Data Strategy and Governance Framework</i> adopted and implementation commenced.

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STRATEGIC PRIORITY		ACTION		DELIVERABLE
1.4	Provide value-for-money, responsive and innovative services.	1.4.1	Deliver on the promises in our <i>Customer Service Charter</i> to ensure our service provision is empathetic, accessible, timely, simple and consistent.	Bi-annual reporting against the service levels defined in the <i>Customer Service Charter</i> .
		1.4.2 	Implement Smart Cities projects in line with the <i>Implementation Plan</i> to improve the way we deliver services and programs.	Minimum of 90 per cent year one short term actions completed.
		1.4.3 	Upgrade our telephony system to facilitate an improved customer experience and support our hybrid ways of working.	Telephony system upgraded.
1.5	Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.	1.5.1	Embed alignment between planning and budgeting processes to ensure we plan within available resources and allocate resources effectively.	Adopt <i>Annual Budget</i> and <i>Council Plan Annual Action Plan 2024–25</i> before 30 June 2024.
		1.5.2	Prepare for representation review of the electoral structure of Glen Eira City Council and transition to a single Councillor Ward structure following the 2024 election.	Implementation of any changes resulting from our submission to the Minister.

02

Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant City.

**ACCESS TO WELL
DESIGNED AND
MAINTAINED OPEN
SPACES AND PLACES**



SUPPORTING STRATEGIES

TIER ONE — [OPEN SPACE STRATEGY REFRESH 2020, URBAN FOREST STRATEGY](#)

TIER TWO — [GLEN EIRA PLACEMAKING STRATEGY 2023–2027 — CREATING VIBRANT PUBLIC SPACES WITH OUR COMMUNITY, GLEN EIRA INTEGRATED WATER MANAGEMENT PLAN | DHUMBALI WURNEE’T GADHABA, STRUCTURE PLANS, PARK MASTERPLANS](#)


STRATEGIC PRIORITY		ACTION		DELIVERABLE
2.1	Increase the quantity and quality of public open spaces for our residents.	2.1.1	Complete detailed design of land on Porter Road Bentleigh to convert to public open space and complete the engagement with the community.	Detailed design, guided by community consultation, completed.
		2.1.2 (MI)	Demolish the buildings on the former Rosstown Aged Care Carnegie site and complete detailed designs for conversion to public open space.	Buildings demolished and detailed design completed.
		2.1.3 (MI)	Invest \$4 million in the acquisition and development of open space.	\$4 million invested.
2.2	Develop, improve and maintain the amenity of our public places and precincts.	2.2.1	Deliver improvements to existing disabled parking spaces and pram crossings and continue roll out of empathetic parking spaces.	Implementation of the 2023–24 program is completed.
		2.2.2 (MI)	Deliver the annual <i>Footpath Condition Improvement Program</i> .	Completion of 8,000 cubic metres of renewed footpath and the levelling of uneven footpaths at 10,000 identified locations.

02

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ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES



STRATEGIC PRIORITY		ACTION		DELIVERABLE
2.3	Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future.	2.3.1 	Progress construction of the Carnegie Memorial Swimming Pool Redevelopment Project.	Completion of the main building structure, including the roof and the commencement of the internal works.
		2.3.2	Commence Bentleigh Reserve Multipurpose Court Project.	Finalise concept plans and commence detailed design of the facility.
		2.3.2	Commence engagement with the clubs and begin initial concept design process for the Mackie Road Pavilion Bentleigh East.	Engagement with clubs completed informing concept design.
2.4	Seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.	2.4.1	Advocate for greater state and federal government investment in increasing access to public open spaces at Caulfield Racecourse Reserve.	Caulfield Racecourse Reserve advocacy included in <i>Glen Eira Advocacy Priorities 2023–2024</i> .
		2.4.2	Identify new opportunities to partner with the Caulfield Racecourse Reserve Trust to raise the profile of their <i>Land Management Plan</i> with government and other stakeholders.	Bi-annual meetings with Caulfield Racecourse Reserve Trust maintained.

03

Our planning aims to balance population growth with enhancing the unique character and heritage of our City.


**A LIVEABLE
AND WELL
PLANNED CITY**



SUPPORTING STRATEGIES

TIER ONE — [GLEN EIRA CITY PLAN — ACTIVITY CENTRE, HOUSING AND LOCAL ECONOMY STRATEGY \(2020\)](#), [GLEN EIRA HOUSING STRATEGY](#), [INTEGRATED TRANSPORT STRATEGY 2018–2031](#)

TIER TWO — [GLEN EIRA PLACEMAKING STRATEGY 2023–2027 — CREATING VIBRANT PUBLIC SPACES WITH OUR COMMUNITY](#), [GLEN EIRA INTEGRATED WATER MANAGEMENT PLAN | DHUMBALI WURNEE’T GADHABA](#), [STRUCTURE PLANS](#), [SOCIAL AND AFFORDABLE HOUSING STRATEGY](#)

STRATEGIC PRIORITY		ACTION		DELIVERABLE
3.1	Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.	3.1.1	Implement a 3D modelling program to enable visualisation of future planned change and enable viewing of the impact of proposed developments on the surrounding community to better inform decisions around planning for future growth.	3D modelling program implemented.
		3.1.2 	Complete the <i>Elsternwick Structure Plan 2023</i> .	<i>Elsternwick Structure Plan 2023</i> completed.
		3.1.3	Prepare a planning scheme amendment to implement permanent controls according to the <i>Elsternwick Structure Plan</i> .	Planning scheme amendment prepared for <i>Elsternwick Structure Plan</i> .
		3.1.4	Prepare a planning scheme amendment to implement the <i>Glen Huntly Structure Plan 2021–2036</i> .	Planning scheme amendment prepared for <i>Glen Huntly Structure Plan 2021–2036</i> .
3.2	Plan for diverse housing options to meet community needs now and into the future.	3.2.1	Advocate for greater federal and state investment in social and affordable housing to meet community needs.	Social and affordable housing advocacy included in <i>Glen Eira Advocacy Priorities 2023–2024</i> .
		3.2.2	Work with Rooming House operators and stakeholders to ensure safety and amenity for rooming house residents and the community.	Number of complaints received about rooming houses, with the intention of seeing fewer complaints through good regulation, enforcement, and education.

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STRATEGIC PRIORITY		ACTION		DELIVERABLE
3.3	Advocate for a transport network that provides safe, accessible and sustainable transport options for our community.	3.3.1	Review and refresh the <i>Integrated Transport Strategy 2018–2031</i> to respond to changing community needs.	Revised <i>Integrated Transport Strategy 2018–2031</i> endorsed.
3.4	Support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.	3.4.1	Implement initiatives from year one of the <i>Glen Eira Placemaking Strategy 2023–2027 Action Plan</i> to increase visitation of our activity centres.	Minimum of 90 per cent of year one actions from <i>Glen Eira Placemaking Strategy 2023–2027 Action Plan</i> completed.
		3.4.2	<i>Local Economic Development Plan</i> developed and presented to Council for endorsement.	<i>Local Economic Development Plan</i> endorsed.

04

Our actions and priorities aim to protect our community from the worst impacts of climate change.

A GREEN AND SUSTAINABLE COMMUNITY



SUPPORTING STRATEGIES

TIER ONE — [OUR CLIMATE EMERGENCY RESPONSE STRATEGY 2021–2025](#) — [DHUMBALI WURRUNGI-BIIK PARBIN-ATA, INTEGRATED TRANSPORT STRATEGY 2018–2031, URBAN FOREST STRATEGY](#)

TIER TWO — [GLEN EIRA INTEGRATED WATER MANAGEMENT PLAN | DHUMBALI WURNEE’T GADHABA](#), [BIODIVERSITY PLAN, CIRCULAR ECONOMY PLAN 2022–2026](#)



STRATEGIC PRIORITY		ACTION		DELIVERABLE
4.1	We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025.	4.1.1	Implement actions contained within our <i>Climate Emergency Response Strategy</i> to support the transition towards zero net emissions from Council by 2025.	Minimum of 90 per cent year three actions completed.
		4.1.2 (MI)	Implement solar projects across Council buildings and facilities to ensure a supply of sustainable energy.	Completion of solar panels for Bentleigh Library and McKinnon Progress Hall. Completion of solar panels including solar batteries installation and double glazing to Moorleigh Community Village Bentleigh East.
		4.1.3 (MI)	Implement projects to improve energy efficiency across Council buildings and facilities.	Conversion of Heating, Ventilation and Air Conditioning (HVAC) and hot water systems at Carnegie Library and Community Centre and Moorleigh Community Village Bentleigh East.
		4.1.4	Implement a <i>Carbon Offset Plan</i> to ensure Council achieves zero net emissions accreditation.	<i>Carbon Offset Plan</i> implemented.
		4.1.5	Develop a climate emergency advocacy position statement.	Climate emergency advocacy position statement endorsed and published.

04

Our actions and priorities aim to protect our community from the worst impacts of climate change.

A GREEN AND SUSTAINABLE COMMUNITY



STRATEGIC PRIORITY		ACTION		DELIVERABLE
4.2	We will create opportunities for our community to act on climate change to progress towards zero net emissions by 2030.	4.2.1	Deliver community events and programs to enable people to take climate action and live sustainably.	At least 1,000 participants in climate and sustainability related education events/programs.
		4.2.2	Implement actions contained within the <i>Circular Economy Plan 2022–26</i> .	Minimum of 90 per cent of year two actions completed.
		4.2.3 	Develop a plan for the Council to support the implementation of the new glass recycling stream.	Review all waste services contracts to align with the circular economy measures and identify opportunity for integrated actions through contract initiatives and specifications.
4.3	We will increase our tree canopy and expand private and public greening initiatives.	4.3.1 	Implement actions and recommendations within the <i>Urban Forest Strategy</i> to increase tree canopy cover and biodiversity planting across Glen Eira.	Increase in tree canopy cover.
		4.3.2	Deliver community projects that expand and support plantings on private land in identified hot spots and areas with limited natural landscape to support community to take adaptation and mitigation action.	Five community events or projects delivered that educate and support planting on private land.
4.4	We will work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.	4.4.1	Partner with community organisations to support vulnerable people in our community to improve resilience to the impacts of climate change.	10 community organisations engaged to deliver programs and information that support community members to improve their resilience to climate change impacts.

05

We support our residents to be healthy, strong and resilient and will embrace and celebrate our diverse community.

**A HEALTHY, INCLUSIVE
AND RESILIENT
COMMUNITY**



SUPPORTING STRATEGIES

TIER ONE — [COMMUNITY WELLBEING PLAN 2021–2025](#), [COMMUNITY ENGAGEMENT STRATEGY 2022–26](#)

TIER TWO — [COMMUNITY SAFETY PLAN 2022–2025](#), [RECONCILIATION ACTION PLAN 2022–2024 INNOVATE](#), [GENDER EQUALITY ACTION PLAN \(GEAP\) 2022–2025](#), BUILT FORM FRAMEWORKS, SOCIAL AND AFFORDABLE HOUSING STRATEGY

STRATEGIC PRIORITY		ACTION		DELIVERABLE
5.1	We will support improved health, wellbeing and resilience of all individuals, families and groups within our community.	5.1.1	Implement the <i>Community Wellbeing Plan 2021–2025 Annual Action Plan</i> to improve social connection, public health protection and resilience, mental and physical health, safety, and respectful relationships for people of all ages across our diverse community.	Minimum of 90 per cent year three actions completed.
		5.1.2	Implement annual actions in the <i>Community Safety Plan 2022–2025</i> to improve perceptions of safety and increase participation in community life.	Minimum of 90 per cent year two actions completed.
		5.1.3	Support parents and carers through the delivery of 100 parent education sessions to build and develop skills and confidence to enhance the health, wellbeing and development of children including sleep and settling, infant nutrition, breastfeeding, new parent groups and playgroups.	100 parent education sessions delivered.
		5.1.4	Provide a high standard of aquatic and leisure programming which supports and adapts to the community needs.	Platinum Pool Accreditation achieved with Life Saving Victoria. AusActive Accreditation achieved. Service improvement scores above 85 per cent.

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STRATEGIC PRIORITY		ACTION		DELIVERABLE
5.1	We will support improved health, wellbeing and resilience of all individuals, families and groups within our community. Continued	5.1.5	Support vulnerable young people to access social, emotional and financial support, including access to mental health services and education, employment and training pathways through one-on-one appointments with Youth Development Officers, youth workshops and support programs.	250 support consultations delivered.
5.2	We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.	5.2.1	Implement annual actions in our <i>Gender Equality Action Plan 2022–2025</i> to demonstrate strong leadership in the promotion of gender equality.	Minimum of 90 per cent year three actions completed.
		5.2.2	Deliver the <i>Community Grants Program</i> to support community organisations' projects, programs, and events to increase resilience, social connection, and inclusion.	A minimum of 100 community organisations awarded community grants across the <i>Community Grants Program</i> .
		5.2.3	Implement annual actions in our <i>Reconciliation Action Plan 2022–2024 Innovate</i> to support reconciliation and a unified, respectful, and thriving community that embraces our First Nations' Peoples.	Minimum of 90 per cent of year two actions completed.

05

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A HEALTHY, INCLUSIVE AND RESILIENT COMMUNITY



STRATEGIC PRIORITY		ACTION		DELIVERABLE
5.3	We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need.	5.3.1	Deliver our <i>Community for All Abilities Program</i> to improve outcomes for people with disability living in our community including support for employment, volunteering opportunities and improved access to shops and community facilities.	<i>Community for All Abilities Program</i> delivered.
		5.3.2	Support vulnerable families and children who receive enhanced Maternal and Child Health services, including one on one enhanced parenting support to address issues such as social isolation, socio economic challenges and mental health.	Support a minimum of 15 families per month.
		5.3.3 	Implement upgrades at Glen Eira Town Hall Caulfield and Bentleigh Senior Citizens Centre to improve disability access.	<i>Disability Discrimination Act (DDA) Works</i> projects delivered.
5.4	We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.	5.4.1 	Deliver a schedule of community programs and events in parks, activity centres, major precincts and Council facilities to promote community inclusion, celebrate diversity and encourage cultural expression.	90 community programs and events delivered.
		5.4.2	Purchase at least 15,000 new items for our library services in varied and accessible formats including online resources, eBooks, and audiobooks, to promote reading and literacy, and to reflect a wide range of community interests, ages and abilities.	A minimum of 15,000 new items purchased.



GLEN EIRA
CITY COUNCIL

Glen Eira City Council

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