



GLEN EIRA CITY COUNCIL

ORDINARY COUNCIL MEETING

TUESDAY 4 AUGUST 2026

AGENDA

**Meeting to be held in the Council Chambers,
Corner Hawthorn and Glen Eira Roads, Caulfield
at 7.30pm**

*"The role of a Council is to provide good governance
in its municipal district for the benefit and
wellbeing of the municipal community."*

- S8(1) Local Government Act 2020

Councillors:

The Mayor, Councillor Simone Zmood
Councillor Arabella Daniel
Councillor Margaret Esakoff
Councillor Jane Karlake
Councillor Sam Parasol
Councillor Luca Ragni
Councillor Kay Rimbardo
Councillor Kimberley Young
Councillor Li Zhang

Chief Executive Officer: Lucy Roffey

INDEX

1.	ACKNOWLEDGEMENT OF TRADITIONAL OWNERS.....	5
2.	APOLOGIES.....	5
3.	REMINDER TO DISCLOSE ANY CONFLICTS OF INTEREST IN ANY ITEMS ON THE AGENDA	5
4.	PUBLIC PARTICIPATION	6
5.	WRITTEN PUBLIC QUESTIONS TO COUNCIL	6
6.	CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS	6
7.	RECEPTION AND READING OF PETITIONS AND JOINT LETTERS	6
8.	REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS	6
9.	REPORTS FROM COMMITTEES AND RECORDS OF ASSEMBLY	6
	9.1 Advisory Committees	6
	Nil	
	9.2 Records of Assembly.....	7
	9.2.1 Records of Assembly	7
10.	OFFICER REPORTS (AS LISTED).....	12
	10.1 Draft Circular Economy Plan 2026 - 2030	12
	10.2 Strategic Asset Reserve Policy	71
	10.3 Sportsground and Associated Facilities Allocation Policy	91
	10.4 Caulfield Civic Precinct Concept Plan.....	201
	10.5 Investment Policy Review and Adoption.....	221
	10.6 Australian Local Government Association National General Assembly 2026.....	244
	10.7 Quarterly Reporting of Community Grants.....	253
	10.8 Recruitment of Independent Member for Audit and Risk Committee	258
11.	URGENT BUSINESS	262
12.	ORDINARY BUSINESS	262

12.1	Requests for reports from a member of Council staff	262
12.2	Right of reply	262
12.3	Notice of Motion / Notice of Rescission	262
12.4	Councillor questions.....	262
13.	CONFIDENTIAL ITEMS.....	262
	Nil	
14.	CLOSURE OF MEETING.....	262



1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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 Traditional Owner's continuing relationship to the land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

2. APOLOGIES

3. REMINDER TO DISCLOSE ANY CONFLICTS OF INTEREST IN ANY ITEMS ON THE AGENDA

Councillors are reminded of the requirement for disclosure of conflicts of interest in relation to items listed for consideration on the Agenda, or which are considered at this meeting, in accordance with Section 130(2) of the *Local Government Act 2020* and Rule 85 of the Glen Eira City Council Governance Rules. Councillors are now invited to indicate any such conflict of interest.

PROCEDURAL MOTION

That Council:

1. where meetings are held in-person, can continue the meeting if the livestream of the meeting fails;
2. considers the meeting to be adjourned for 10 minutes from the commencement of any technical problem where a Councillor is participating virtually; and
3. where a Councillor is participating virtually and the meeting cannot be resumed within 30 minutes from the commencement of the technical problem, the meeting is to be reconvened on Wednesday 5 August 2026 at 5.00pm.

4. PUBLIC PARTICIPATION**5. WRITTEN PUBLIC QUESTIONS TO COUNCIL****6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS**

Copies of Minutes previously circulated.

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on 30 June 2026 and the Special Council Meeting held on 21 July 2026 be confirmed.

7. RECEPTION AND READING OF PETITIONS AND JOINT LETTERS**8. REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS****9. REPORTS FROM COMMITTEES AND RECORDS OF ASSEMBLY****9.1 Advisory Committees**

Nil

9.2 Records of Assembly**9.2.1 RECORDS OF ASSEMBLY**

Author: *Karling Colomiere, Coordinator Councillor Business*

Director: *Kellie Vise, Director Customer and Corporate Affairs*

Trim No: *26/1167692*

Attachments: 1. 16 June 2026 Assembly [↓](#)
2. 22 June 2026 Assembly [↓](#)
3. 30 June 2026 Pre-meeting [↓](#)

RECOMMENDATION

That Council notes the Records of Assemblies for:

1. 16 June 2026 Assembly;
2. 22 June 2026 Assembly; and
3. 30 June 2026 Pre-meeting.

Assembly of Councillors – Record of Assembly

16 June 2026

Assembly commenced at 5.00pm

Councillors Present: Mayor, Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Sam Parasol Cr Kay Rimbaldo Cr Kimberley Young Cr Li Zhang	Officers Present: Lucy Roffey (CEO) Kellie Vise Niall McDonagh Jane Price Rosa Zouzoulas John Vastianos Diana Vaynrib Karling Colomiere	Leigh Northwood Harriet Monckton Sally Sutherland Leigh Northwood Stacey Murphy Amanda Mills Viki Milesic Matt Slavin Andrea Pogue Alex Leamy Sophie Paterson Georgia Logan Geoff Hills Lana Cari
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1. Acknowledgement**2. Apologies**

- Cr Luca Ragni

Conflicts of Interest: - Nil**3. Caulfield Civic Precinct Concept Plan****4. DRAFT Community Infrastructure Plan Part A and Part B Network Plans****5. Leasing and Licensing Policy discussion - Engagement results (Presentation only)****6. Strategic Property Plan 2025-2026 Annual Implementation Update****7. Draft Strategic Asset Reserve Policy****8. Municipal Association of Victoria October 2026 State Council motion discussion****9. Australian Local Government Association (ALGA) 2026 National Assembly Voting Recommendations****10. Social Cohesion Community Grants Recommendations****11. Community Grants and Awards Recommendations****12. Property Matter (Presentation only)****13. Draft OCM Agenda Review– 30 June 2026****14. General Business**

- Parking spaces
- Gift declarations
- Community Wellbeing update
- Homelessness update
- Chief Executive Officer – Local government jobs code
- Cr Daniel – communications query, air quality update
- Cr Parasol – volunteer awards feedback
- Cr Karlake – library tours, indigenous tree query
- Director Planning and Place – Murrumbena Park update
- Chief Financial Officer – administrative reminder

15. Councillor / CEO only time (Cr Karlake)

Assembly concluded at 9.55pm.

Record of Assembly of Councillors

22 June 2026

Assembly commenced at 5.00pm

Online Only Meeting

Councillors Present: Mayor, Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Sam Parasol Cr Luca Ragni Cr Kay Rimbaldo Cr Kimberley Young Cr Li Zhang	Officers Present: Lucy Roffey (CEO) Kellie Vise Niall McDonagh Jane Price Rosa Zouzoulas John Vastianos Diana Vaynrib Karling Colomiere	Harley Moraitis Alex Leamy Stacey Murphy Matt Slavin Ed Zhao
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1. **Acknowledgement**
2. **Apologies & Conflicts of Interest** - nil
3. **Running Sheet Check-in**
4. **Responsible Persons Report Q3 (Jan-Mar 2026) Presentation**
5. **Engagement and Insights Roadmap**
6. **Parking Policy Review - content and communications strategy**
7. **Draft OCM Agenda Review– 30 June 2026**
8. **General Business**
 - Cr Daniel – Pedestrian Crossing Discussion
 - Cr Zhang – Update on ALGA National General Assembly
 - Director, Community Wellbeing – Business Awards Panel Discussion
9. **Councillor / CEO only time (Cr Ragni)**

ASSEMBLY CONCLUDED AT 7.00PM

Record of OCM Pre-meeting

30 June 2026

Commenced at 6.45pm

Councillors Present: Mayor, Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Kay Rimbaldo Cr Kimberley Young (online) Cr Li Zhang	Officers Present: Lucy Roffey (CEO) Kellie Vise Niall McDonagh Jane Price Rosa Zouzoulas John Vastianos Karling Colomiere
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- 1. Acknowledgement**
- 2. Apologies** - Cr Parasol, Cr Ragni
Conflicts of Interest – Nil
- 3. Suspension of Standing Orders to recognise the Glen Eira OAM recipients:**
- 4. Written Public Questions to Council Discussion.**
- 5. Agenda Item 10.5 Discussion**
- 6. Discussion on any of the items on tonight's agenda**
- 7. General Business:**
- Director Planning and Place - Planning Discussion

Pre-meeting concluded at 7.12pm

10. OFFICER REPORTS (AS LISTED)**10.1 DRAFT CIRCULAR ECONOMY PLAN 2026 - 2030**

Author: *Damien Connell, Head of Climate and Circular Economy*

Director: *Niall McDonagh, Director Sustainability, Assets and Leisure*

Trim No: *26/1104703*

Attachments: 1. *Draft Circular Economy Plan 2026 - 2030* [↓](#)
2. *Circular Economy Year 1 Action Plan* [↓](#)
3. *Glen Eira Circular Economy Plan 2022_Summarised Achievements* [↓](#)

EXECUTIVE SUMMARY

With Glen Eira's first Circular Economy Plan (2022–2026) concluding in October 2026, Council has reviewed and refreshed the plan for 2026–2030. As an outcome, the draft Circular Economy Plan 2026–2030 (draft Plan) will build on key learnings and achievements from the 2022 Plan, while driving a stronger and more targeted approach to advancing circular economy outcomes across the community.

The draft Plan retains the core principles of the 2022 Plan while sharpening its focus on Council's sphere of influence, stronger community partnership and collaboration, and the sector risks that must be addressed to ensure long-term service resilience. It responds to increasing uncertainty in the waste and resource recovery sector, including major Victorian Government reforms, the dissolution of Sustainability Victoria, and the Circular Economy (Waste Reduction and Recycling) Act 2021.

As a key deliverable under Council Plan Strategic Objective 3.4 and Action 3.4.1 of the Council Plan Action Plan 2025-2026, the draft Plan supports Council's commitment to reducing waste to landfill while supporting the delivery of the Climate Emergency Response Strategy 2025–2029 by providing a clear strategic framework to improve resource recovery and embed circular economy principles across Council operations. An accompanying Annual Circular Economy Action Plan (attachment 2: Circular Economy Action Plan- Year 1) outlines clear actions, measures and timeframes, with annual updates to ensure priorities remain responsive and relevant.

The draft Plan has been informed by extensive community insights, gathered through a range of engagement activities, as well as consultation with Council's Environmental Stewardship Advisory Committee, internal stakeholders, the Bunurong and Wurundjeri Land Councils, and a review of relevant strategies, policies and industry benchmarks.

The draft Plan is now in a position to seek endorsement for public consultation from 5 August 2026 to 1 September 2026. Following consultation and refinement, the final Plan will be presented to Council for consideration and adoption in November 2026.

RECOMMENDATION

That Council:

1. Approves the advertising of the draft Glen Eira Circular Economy Plan 2026–2030 for community consultation between 5 August 2026 and 1 September 2026;

2. Receives a further report at the November Council meeting to consider adoption of the Glen Eira Circular Economy Plan 2026–2030, together with the Community Engagement Report.

BACKGROUND

Following Council's declaration of a Climate Emergency in 2020, the transition to a circular economy was identified as a key opportunity to reduce community emissions and improve long-term resource efficiency. This commitment was formalised through Council's first Climate Emergency Response Strategy (2021–2025), which established the foundation for circular economy action.

In October 2022, Council adopted the Glen Eira Circular Economy Plan 2022–2026. As one of the first plans of its kind in Victoria, it focused on building awareness, supporting behaviour change and partnering with the community to embed circular economy principles. Over the life of the Plan, Council has delivered a range of initiatives and programs (summarised in Attachment 3), providing valuable insights into what has been effective, where barriers exist, and where future effort should be focused.

With the current Plan approaching its conclusion in October 2026, Council has undertaken a structured review and refresh process to inform the development of the Circular Economy Plan 2026–2030. This process has included:

- A review of the performance, achievements and learnings from the 2022–2026 Plan;
- Analysis of extensive community insights, including more than 21,000 responses from previous engagement activities across multiple projects;
- Early engagement with key stakeholders, including the Environmental Stewardship Advisory Committee (ESAC), Traditional Owner Groups, and internal service areas;
- Consideration of emerging risks and opportunities within the waste and resource recovery sector, including legislative reform, market volatility and infrastructure constraints; and
- Benchmarking against leading practices across local government and alignment with relevant Council strategies and policies.

This work has informed the preparation of the draft Circular Economy Plan 2026–2030 and its supporting Year 1 Action Plan, which set out a more targeted, outcomes-focused and resilient approach to circular economy delivery.

Development of a new Circular Economy Plan

The draft Plan draws on community insights about circular economy priorities, consultation with internal stakeholders, and input from the Environmental Stewardship Advisory Committee (ESAC). Further detail on engagement activities is provided in the Communication and Engagement section below.

A summary of key activities which informed the development of the draft Plan included:

- A presentation to Council's Environmental Stewardship Advisory Committee (ESAC) in February 2026.

- Pre Engagement Report insights including Future Waste, Greener Glen Eira (Future Waste), Our Place, Our Plan (OPOP), Glen Eira Community Voice, and 28 other engagement projects between 2017– 2024.
- Extensive staff consultation with Glen Eira’s Climate and Circular Economy Teams, Project Delivery, City Futures, Business and Economic Development, People and Culture, Community Insights, Facilities Services, Procurement and Gender Equality, Disability and Inclusion team
- Engagement with the Bunurong and Wurundjeri Land Councils.
- Research and review of current strategies and plans, the broader policy context, local government benchmarking and Glen Eira action to date.

ISSUES AND DISCUSSION

The draft Plan has been developed within the context of significant change to state and federal legislation, all aiming to enable a transition to a more circular future and reduce community reliance on landfill. The following section will discuss these issues from a national and state perspective. It will then define Council’s role as part of this transition to a circular economy and how the draft Plan will set a direction for action over the next four years.

Nationally, there is a shift away from the traditional “take–make–dispose” model. This shift is recognised as essential to improving resilience, reducing waste and emissions, and maintaining access to valuable resources.

The Australian government has responded through a multi-layered policy and regulatory framework spanning federal, state and territory governments. This includes framework legislation, product stewardship laws, waste export bans, and state-based circular economy acts and plastic bans.

Population growth and rising consumption

Victoria’s growing population continues to increase demand for housing, infrastructure, transport, food, consumer goods and waste services. As communities grow, the volume of materials entering and leaving the economy increases. This growth is placing pressure on waste and recycling infrastructure, Council services and assets, local landfill capacity, and the availability and cost of raw materials.

Landfill constraints and changing waste systems

Victoria’s landfill network is undergoing significant change, with several metropolitan landfills expected to close or reach capacity in coming years. This is increasing pressure on the state’s waste and resource recovery system and contributing to rising disposal and transportation costs.

This requires Council to plan differently to meet this rising demand, increased material cost and constrained landfill options. These pressures reinforce a need to prioritise waste avoidance, reuse, repair and resource recovery ahead of disposal. The transition to a circular economy enables this by reducing reliance on landfill and by keeping materials in use for longer and ideally designing waste out of systems from the outset.

Transitioning to a circular economy helps Council respond to rising material costs and identify opportunities to substitute recycled or recovered materials where they can deliver the

same outcome. This reduces reliance on high-consumption, high-disposal systems, strengthens organisational resilience, and better positions Council to manage future supply shocks and material shortages.

Council's role in our transition towards a circular economy

Glen Eira City Council has a clear role in enabling this transition, meeting its legislative obligations and responding to the challenges of growing population, increasing material cost and constrained landfill options. Council can continue to lead on these challenges by embedding circular economy principles in its decision making as outlined throughout the draft Plan.

This draft Plan sets out how Council will do this, including the recommended actions, responsibilities and timeframes required to deliver it. Glen Eira plays a critical role in facilitating the circular economy transition through its:

- procurement and purchasing,
- infrastructure and asset management,
- waste and recycling services,
- community education, and
- partnerships with industry and community organisations.

Councils are increasingly expected to deliver services that are financially sustainable, resilient to future impacts within the waste sector, and aligned with community expectations on climate action and resource recovery. The draft Plan responds to these challenges and opportunities by embedding circular economy principles across Council operations, services, infrastructure planning and community outcomes.

Partnering with the community to redefine waste as a future resource benefits the environment and makes sound financial sense. Every tonne of waste avoided reduces collection, transport and landfill costs, all of which are expected to rise over time. Acting now to avoid waste can therefore deliver long-term financial, social and environmental benefits for the community.

The first Circular Economy Plan (2022 – 26) has shown our community is interested in ways to reduce waste, save money and adopt more sustainable, circular practices if provided with information, support and guidance.

This support is an integral part of the draft Plan as well as proven programs demonstrating circular economy practices such as enabling local circular economy markets, repair cafes, circular innovation hubs and zero waste reuse event panning. These remain a priority and are planned to be scaled up throughout the draft Plan.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The development and implementation of the Glen Eira Circular Economy Plan 2026–2030 ensures key actions in the Climate Emergency Response Strategy 2025–2029 are delivered.

Circular economies help mitigate the impacts of climate change, as over half of greenhouse gas emissions worldwide come from food and material production systems. Closed loop systems ensure resources and materials remain in circulation for as long as possible. It also

reduces the climate impacts of the linear take-make-waste extractive model to our environment.

Developing a local circular economy and local circular economy practices demonstrates strong leadership and aligns with the opportunities and goals in Our Climate Emergency Response Strategy 2025–2029.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Council provides a suite of waste and resource recovery services through contracted external providers. Over the past five to seven years, the cost of delivering these services has increased due to a range of external pressures. These include escalating recycling processing costs, constrained market competition and reduced sector resilience, increases in the Victorian Government waste levy, national policy changes restricting the export of low-quality waste materials to stimulate local processing, and fuel cost volatility linked to global geopolitical events.

Implementation of the Circular Economy Plan 2026–2030 may introduce new or expanded service offerings (such as the introduction of a separate glass recycling service). The cost of such services will be fully recovered through the waste charge, which is set annually through Council's budget process, ensuring financial sustainability and transparency for the community. Council's waste and recycling charges are set on a full cost-recovery basis, consistent with Council's Pricing Policy and Waste Management Pricing Policy.

The Plan adopts a proactive approach to managing financial and operational risks by prioritising waste avoidance, reuse and resource recovery, thereby reducing long-term reliance on landfill disposal and associated cost escalation. Actions to strengthen market diversity, improve material recovery, and build contingency pathways for residual waste will enhance service resilience and help moderate future cost pressures.

Importantly, the Plan operates as a key control and treatment in response to Council's Strategic Risk SR-34: Council not adequately prepared for the effects of climate change. By embedding circular economy principles into procurement, service delivery and asset management, the Plan reduces Council's exposure to climate-related risks such as supply chain disruption, resource scarcity, and cost volatility. It supports adaptation by increasing the resilience of waste and material systems, diversifying recovery and processing options, and reducing dependency on carbon-intensive, linear supply chains. In doing so, the Plan strengthens Council's preparedness for climate impacts while delivering measurable risk reduction outcomes aligned to SR-34 through improved resource efficiency, reduced emissions, and more resilient service and asset planning frameworks

POLICY AND LEGISLATIVE IMPLICATIONS

The draft Glen Eira Circular Economy Plan 2026–2030 supersedes the Circular Economy Plan 2022–2026 and supports delivery of the strategic objectives and actions set out in the Council Plan 2025–2029 and the Climate Emergency Response Strategy 2025–2029. The draft Plan also aligns with the Elster Creek Litter Action Plan 2026–2031 and broader state and national policy directions supporting the transition to a circular economy.

The Circular Economy (Waste Reduction and Recycling) Act 2021 (Vic) establishes a legislative framework for waste and recycling reform, including the introduction of standardised municipal waste and recycling services. Under Section 60 of the Act, councils must comply with new service obligations by 1 July 2027. Further detail on these obligations will be provided through the Victorian Government's Service Standards, which are yet to be

finalised. The draft Plan positions Council to respond proactively to these requirements as further guidance becomes available.

Under the Local Government Act 1989 and 2020, Council is responsible for setting waste charges to recover the reasonable costs of providing waste and resource recovery services. These charges are reviewed annually through Council's budget process.

The draft Plan provides a strategic framework to guide Council's decision-making, investment and service planning in a manner that ensures compliance with current and emerging legislative requirements. By aligning service design, procurement practices and community programs with circular economy principles, the Plan supports the delivery of waste and resource recovery services that are efficient, adaptable and responsive to a changing regulatory environment, while maintaining financial sustainability and meeting community expectations.

COMMUNICATION AND ENGAGEMENT

A communication and engagement program will be undertaken to inform and refine the draft Circular Economy Plan 2026–2030. This approach builds on recent extensive engagement and community insights indicating strong support for waste reduction and circular economy initiatives.

Early engagement with Environmental Stewardship Advisory Committee

At its meeting on Monday 16 February 2026, Committee members expressed strong support for Council's role in leading, facilitating and advocating for circular economy outcomes, rather than acting as the sole service provider. They highlighted opportunities to strengthen partnerships with schools, small businesses, manufacturers and supply chains to improve waste education, reduce contamination and support product stewardship.

Members also identified challenges associated with multi-unit developments and recycling contamination, and supported stronger advocacy on product stewardship, integration of the Container Deposit Scheme, and alternatives to a mandatory fourth kerbside glass bin. The importance of equitable outcomes across different socioeconomic groups was emphasised, along with interest in innovative approaches such as shared circular economy hubs and precinct-based initiatives.

Upcoming community engagement

Engagement will occur from 5 August to 1 September 2026 and focus on testing actions, identifying gaps and ensuring the Plan aligns with community priorities. A combination of broad and targeted engagement methods will be used to ensure inclusive participation. These include an online Have Your Say survey, pop-up and drop-in sessions, targeted engagement activities, and expert-led discussions for more complex issues.

Targeted engagement will prioritise groups identified through previous insights as underrepresented, including people living in apartments and multi-unit dwellings, culturally and linguistically diverse communities, people with disability and young people to address identified data gaps and ensure a representative evidence base.

The engagement will be supported by a coordinated communications campaign using digital, print and in-person channels, including Council publications, social media, newsletters, website content, and on-the-ground promotional materials. This multi-channel approach will maximise reach, raise awareness and encourage participation across the community.

The level of engagement aligns with the IAP2 spectrum, with 'consult' applying to the broader community and 'involve' applying to key stakeholders such as Traditional Owner Groups and the Environmental Stewardship Advisory Committee. Community feedback will directly inform and refine the Plan, including priority actions, opportunities for innovation, and responses to emerging waste management challenges.

All communication materials will be developed in plain English and accessible formats, with translation and tailored approaches used where appropriate to support participation from diverse community members.

Following the engagement period, Council will close the loop with the community by reporting back on key findings and demonstrating how feedback has influenced the final Plan through updates on the Have Your Say platform, Council publications and targeted stakeholder communications.

LINK TO COUNCIL PLAN

- Council Plan Strategic Direction 3: Environmental stewardship
- Council Plan Strategic Objective 3.4, Waste to landfill is reduced
- Council Plan Action Plan 2025-26, Action 3.4.1 Complete the implementation of the Circular Economy Plan 2022–2026 and prepare for a 2026–2030 Plan
- Glen Eira City Council, Climate Emergency Strategy 2025-2026, Strategic Objective 3.4, Goal 1 Our community increases their understanding and participation in the circular economy and Goal 2 Council and our community, increase material circularity and resource recovery

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The draft Circular Economy Plan 2026–2030 builds on the strong foundations established under Council's first Plan and responds to a rapidly evolving waste and resource recovery environment. It reflects growing community expectations, demonstrated support for circular economy initiatives, and the need for Council to proactively manage emerging sector risks.

The Plan provides a clear and practical framework to embed circular economy principles across Council operations, service delivery and community outcomes. It prioritises waste avoidance, resource recovery and system resilience, while scaling up proven initiatives and strengthening partnerships with the community and industry.

Importantly, the Plan positions Council to better manage rising costs, regulatory change and resource constraints, while contributing to the delivery of Council's Climate Emergency Response Strategy. Through this approach, the Plan supports more sustainable, resilient and financially responsible waste and resource management outcomes over the next four years.

Glen Eira's

Draft Circular Economy Plan

2026 - 2030



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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Document Control

Adopted/Approved by	
Date first adopted	
Dates amended	
Review due by	
Contact	

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Contents

Acknowledgement of Country.....	4
Message from the Mayor	5
Foreword from the Chief Executive Officer.....	6
1. Introduction.....	7
1.1 City of Glen Eira.....	7
1.2 Who we are and what we do.....	7
1.3 How we plan	7
1.4 Our Council Plan strategic directions 2025–2029.....	8
1.5 How we engage.....	8
2. Why do we need a Circular Economy Plan?	9
2.1 Purpose.....	9
2.2 Strategic context and alignment.....	10
3. Evidence and insights.....	13
3.1 Progress to date and evidence gathered.....	13
3.2 Challenges and opportunities	16
3.3 Listening to our community.....	18
3.4 What we heard from our community	19
4. Our approach.....	20
4.1 Our strategic goal.....	20
4.2 Strategic objectives	21
4.3 Our continued focus of delivery	24
4.5 Risks and assumptions.....	25
4.6 Monitoring, reporting and review.....	26
Appendices.....	27
Appendix A: Summary of key CE Plan 2022-26 achievements.....	27
Appendix B: Community Engagement.....	29
Appendix C: Relevant legislation, plans and policies.....	30
Appendix D: Glossary	31

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Acknowledgement of Country

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 and present. We acknowledge and uphold the Traditional Owners' 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.

Message from the Mayor

[To be written post public exhibition period]

DRAFT

Foreword from the Chief Executive Officer

[To be written post public exhibition period]

DRAFT

1. Introduction

1.1 City of Glen Eira

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD. We're a proudly diverse municipality, home to more than 161,000 people, with a rich mix of cultural backgrounds, life experiences and community connections.

Our suburbs include Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena and Ormond, and parts of the suburbs of Brighton East and St Kilda East.

1.2 Who we are and what we do

Council plays a vital role in supporting a thriving, connected, and sustainable community.

We do this by:

- Delivering services that support the health, wellbeing, and everyday needs of our residents
- Maintaining public assets and infrastructure — including parks, roads, footpaths, and community facilities
- Planning for and regulating the built environment, ensuring development supports community needs and sustainability goals
- Working in partnership with community groups, service providers, and other levels of government
- Advocating on behalf of our community to influence decisions and secure resources
- Informing and empowering our residents to make decisions that benefit them and their communities

1.3 How we plan

We take an integrated approach to planning, guided by our [Glen Eira 2040 Community Vision](#):

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

To respond to the *Community Vision*, our *Council Plan* establishes strategic directions and objectives for the next four years, including our priorities for community services, facilities, and infrastructure. All our other strategies are aligned to and guided by our *Council Plan* strategic directions.



Image 1: Integrated Planning and Reporting Framework

1.4 Our Council Plan strategic directions 2025–2029

While each plan has its own focus and outcomes, all Council strategies contribute to four overarching strategic directions:

1. Community safety, cohesion, health and wellbeing
2. Diverse, welcoming and accessible places
3. Environmental stewardship
4. Innovative and financially sustainable

These strategic directions were developed through extensive community engagement and help guide Council decision making and focus areas., [Council Plan 2025–2029](#).

1.5 How we engage

We regularly conduct community engagement to better understand our community's needs, seek out new ideas, and strengthen relationships between Council and our community.

Engagement for the Circular Economy Plan 2026–2030 occurred over two stages. The first stage included detailed revision of the extensive engagement activities that were undertaken with the community during the extensive Future Waste program (2024-25).

This involved 21,000 responses across multiple engagements, alongside consultation with internal stakeholders and with Council's Environmental Stewardship Advisory Committee (ESAC). We engaged with the community as part of our Council Plan 2025-29 and Council Plan Action Plan development. Council also led a series of targeted internal workshops to ensure cross Council representation was included and helped inform the Plan development.

Stage 2, public exhibition of the draft Plan will run from **5 August – 1 September 2026** and will focus on identifying gaps and ensuring the Plan aligns with community priorities. Engagement activities will include an online Have Your Say survey, pop-up and drop-in sessions, targeted workshops, and expert-led discussions for more complex issues.

Our engagement activities will target groups who have been identified as underrepresented in previous consultations. These groups include people living in apartments and other multi-unit dwellings, culturally and linguistically diverse (CALD) communities, people with disabilities, and young people. Targeting these groups will help us to address gaps and ensure a representative evidence base for our decisions.

Following the public exhibition period, Council will report back key findings and demonstrating how feedback has influenced the final Plan.

2. Why do we need a Circular Economy Plan?

2.1 Purpose

Building on the achievements of our Circular Economy Plan 2022–2026, this Circular Economy Plan 2026–2030 sets out how Glen Eira will continue to reduce waste, use resources more efficiently, and create a more sustainable future for our community.

We need this Plan because the traditional approach of taking resources, making products, and then throwing them away is placing increasing pressure on our environment, waste systems, and finances. A circular economy offers a different approach. It focuses on keeping materials and resources in use for as long as possible through reducing waste, reusing and repairing products, recycling materials, and designing systems that minimise environmental impact.

By supporting a local circular economy, we can reduce waste sent to landfill, lower greenhouse gas emissions, make better use of valuable resources, and strengthen our local economy. These actions also help build a more resilient community and support the wellbeing of current and future generations.

The previous Plan established a strong foundation by raising awareness of the circular economy and testing ways for Council and the community to take action. This new Plan builds on that work and provides a clear roadmap for the next four years.

Through this Circular Economy Plan 2026 - 2030, we will work with our community, businesses, and partners to support a more sustainable future, helping to protect our environment, strengthen our local economy, and improve outcomes for current and future generations.

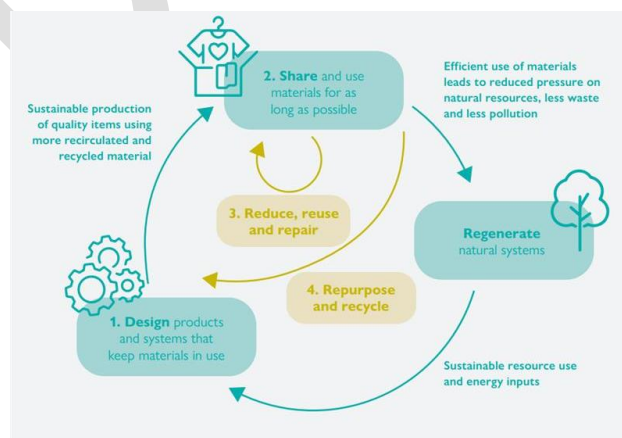


Image 2: Summary of the circular economy principles in action.

This Plan provides a clear direction in the form of strategic objectives:

- lead by example in our own operations and decision-making
- support our community and local businesses to take practical action
- improve resource recovery and reduce waste
- design services that are more efficient, accessible and resilient

Delivery of the Plan is supported through annual action plans that translate these strategic objectives into practical, measurable initiatives.

Supporting our local circular economy is one of our most tangible means of reducing our environmental impact and addressing climate change. As such, it is core to achieving Council's Environmental Stewardship objectives and our community's vision for a more sustainable Glen Eira.

For Glen Eira, reducing waste is not just an environmental responsibility, it is a practical response to rising costs and the growing pressures on our waste systems. Better management of our resources can also help us to improve service outcomes and build a more resilient organisation and community. Embedding circular economy practices doesn't need to be difficult, but it does require thinking differently about how we plan, design, procure and deliver our services.

2.2 Strategic context and alignment

This Plan will support delivery of the strategic objectives and actions as set out in our Council Plan 2025 – 2029, the Climate Emergency Response Strategy 2025 – 2029, and the Elster Creek Litter Action Plan 2026 – 2031.

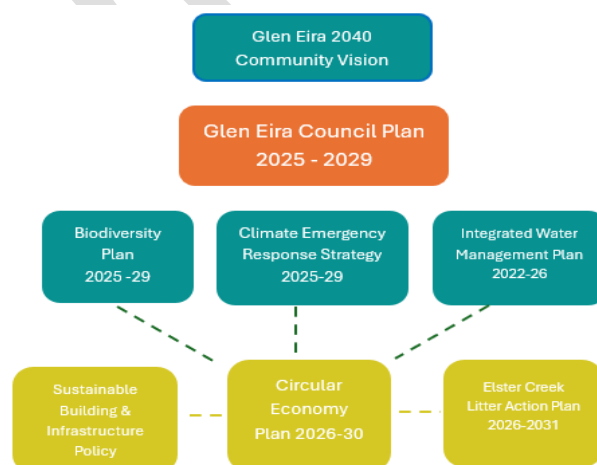


Image 3: The Circular Economy Plan links to associated Council Strategies and Plans

Legislative Context

Victoria's circular economy transition is guided by the state's circular economy policy *Recycling Victoria: A New Economy*. Released in February 2020, this 10-year policy and action plan seeks to transform the way our economy uses materials and establish a more reliable recycling system. The four goals of the policy are:

- **Make** – Design products so they last longer and can be repaired and recycled
- **Use** – Get more value out of the products we use
- **Recycle** – Recover and reuse more materials
- **Manage** – Reduce harm caused by waste and pollution

This policy is supported by the *Victorian Circular Economy (Waste Reduction and Recycling) Act 2021*. This law sets up a statewide framework for moving to a circular economy. It also requires councils to provide waste and recycling services and meet standards set by the Minister. Other important laws that support this include:

- Environment Protection (Resource Efficiency) Act 2002 (Vic)
- Environment Protection Regulations 2021 (Vic)
- Planning and Environment Act 1987 (Vic) (waste facility approvals)

At the national level, the Circular Economy Plan aligns with:

- The *Recycling and Waste Reduction Act 2020*
- The *National Waste Policy 2018*

Local Context

The Circular Economy Plan 2026–2030 contributes to all four strategic directions of the Council Plan 2025–2029.

Environmental stewardship

By reducing waste, keeping materials in use for longer, and lowering the environmental impacts of Council operations and community activities.

Innovative and financially sustainable

By improving resource efficiency, reducing reliance on disposal, and using Council's purchasing power to influence markets and deliver better long-term value.

Diverse, welcoming and accessible places

By designing waste and recycling services that are easy to use, accessible for all members of the community, and responsive to different housing types and needs.

Community safety, cohesion, health and wellbeing

By supporting community participation in reuse, repair and recycling activities, and ensuring safe, responsible management of waste and materials.

The Circular Economy Plan's four strategic objectives align with and were informed by Glen Eira's Climate Emergency Response Strategy (2025-29).

Objective	Circular Economy Plan	Climate Emergency Response Strategy (2025-29)	Objective
1	Leading the circular economy transition by example	Lead by example and use purchasing power	2.1
2	Support the community take action to create a circular economy	Empower community members to become active members of the circular economy	1.1
		Support community to improve material circularity	2.4
2.1	Advocate for policies, systems and partnerships that support a circular economy	Advocate to other levels of government to support	2.5
3	Recover more resources from waste	Advocate to other levels of government to support	2.2
		Improve waste reduction / waste diversion in SME's and MUD's	2.3
4	Design our waste and resource recovery services to be more circular and resilient	Support community to improve material circularity	2.4

Table 1: Alignment between the CE Plan 2026-30 and Climate Emergency Response Strategy 2025-29

This Plan also responds to broader system changes, including increasing landfill constraints, changing waste markets, and national and state ambitions to transition to a circular economy. Importantly, it complements Council's waste services by expanding the focus from managing waste to designing systems that reduce waste, recover value, and support a more resilient local economy.

3. Evidence and insights

3.1 Progress to date and evidence gathered

Following the conclusion of Glen Eira's first Circular Economy Plan, Council now has a clearer picture of our local circular economy with respect to what is working, what is not, and how best to support community action.

Glen Eira has its own waste and circular economy challenges shaped by its population, housing and infrastructure. Waste data helps us understand the scale of these challenges and where action is needed.

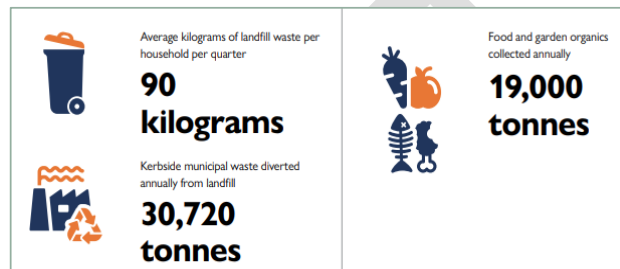


Image 4: Waste, recycling and food and garden organics snapshot Council Plan (2025-29)

The circular economy is about more than waste, but waste data is still a useful way to measure progress. This Plan draws on:

- household bin audits and Council waste audits,
- bin inspection programs,
- improved waste reporting,
- use of recycled material in Council activities, and
- community feedback on waste and circular practices.

Council has tracked waste trends, tested ways to avoid waste, trialled repair and reuse hubs such as repair cafés, and continued education programs. These evidence and insights are detailed below.

The community is becoming more familiar with the term Circular Economy

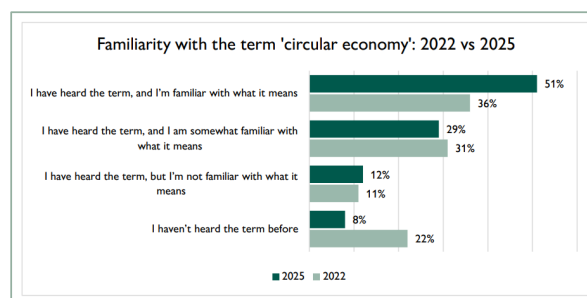


Fig 1: Testing community knowledge of the circular economy in 2022 and in 2025

Future Waste Service Innovation to enable more change in future

A key part of the first Plan was setting up four major waste contracts with circular economy goals built in. They improve services now and allow more sustainable options over time. Key features include:

- Low-emissions vehicles: Helping cut emissions from waste collection.
- Annual innovation plans: Keeping services up to date with new technology, changing needs and good practice.
- Better customer service and data systems: Supporting better reporting, service delivery and performance tracking.
- More service options: Exploring FOGO and other options for apartments, commercial customers and booked collections.



Image 5: Future Waste Innovations

Diverting more valuable materials from landfill – but contamination an issue

During the first Plan, the community kept more valuable material out of landfill. That is good progress, but it has slowed. In a circular economy, landfill should keep falling as more materials are reused and recycled.

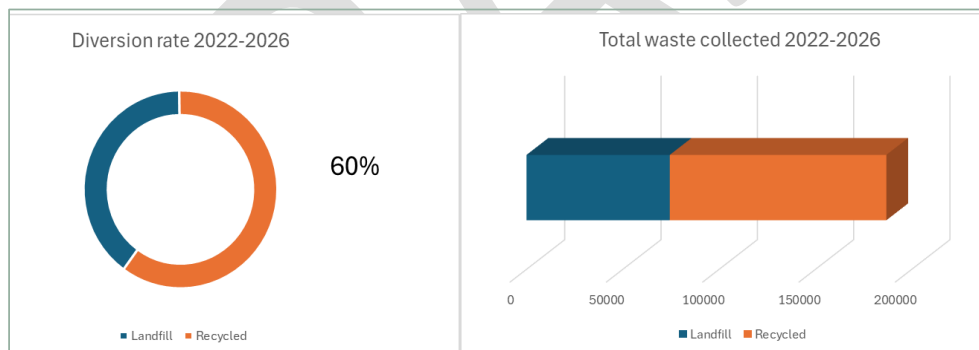


Fig 2 - total kerbside waste collected in Glen Eira and diversion rate over 4 years of first CE plan

A large reason is contamination. Kerbside services work best when people sort items correctly and use the right bins. Contamination reduces how much material can be recovered and sends more waste to landfill, which costs more and harms the environment. Bin audits show contamination across all kerbside bins. This means more valuable material could still be recovered through composting, soil improvement and new products.

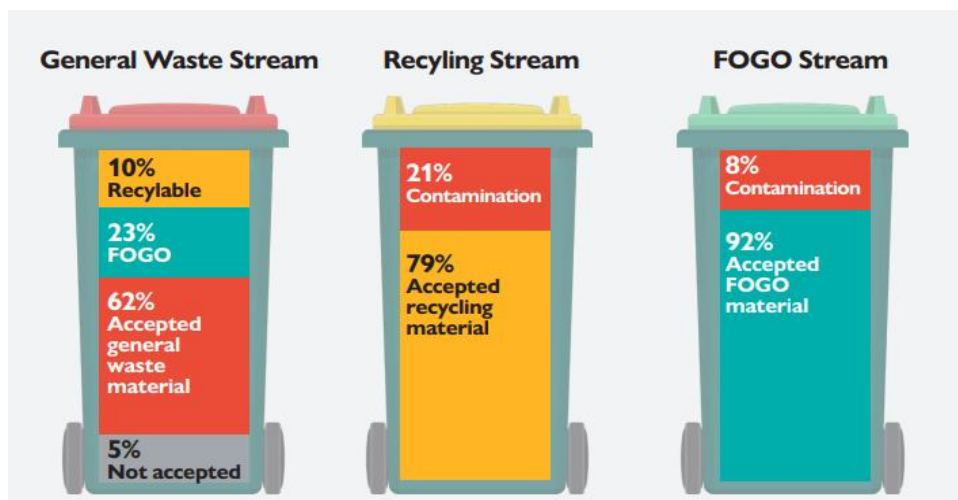


Image 6 – contamination of kerbside waste from glen Eira litter bin audits (2025)

Increasing Food Organics and Garden Organics (FOGO) a key to driving further change

One of the easiest ways people can help is by keeping food and garden waste out of red landfill bins and putting it in the light green FOGO bin. If organic waste goes to landfill, it creates methane. If it goes in the green bin, it can be safely processed instead.

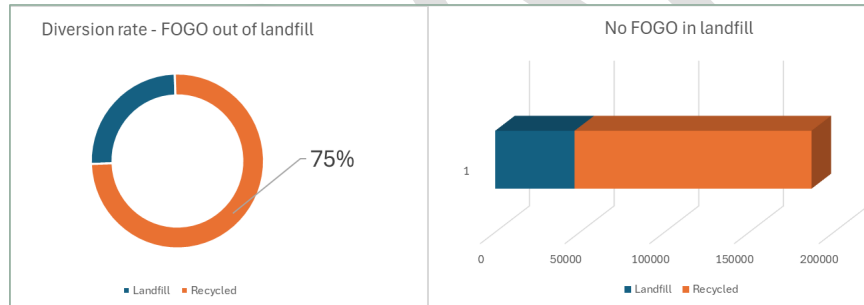


Fig 3 – potential diversion with FOGO contamination removed from general waste/landfill

Increasing understanding of recycling is also necessary

Contamination in the yellow recycling bin also lowers the quality of materials and makes recycling harder. In some cases, contaminated recycling ends up in landfill.

The community want to learn, share, repair and reuse materials as part of their contribution to environmental stewardship

Research shows more residents, businesses and schools want to take part in the circular economy. This Plan builds on successful pilots such as repair hubs, Going Circular, Bin Trim and Sustainability Champions programs.

	Glen Eira Sustainability Champions	• Sustainable ideas for people and businesses. Providing training and structure to bring these ideas life
	Glen Eira Multi Unit Development (MUDs) program	• Program on waste /recycling behavioural barriers, resources and infrastructure for apartments
	Glen Eira Bin Trim program	• A program to reduce material waste and lift circular outcomes • Helps businesses cut waste and grow their profit and markets

Image 7 – examples of successful programs to be carried forward in the Circular Economy Plan 2026-30

This Plan builds on these programs and the growing interest from Glen Eira residents who want to live more sustainably.

Evidence that our choices matter

Good planning, consultation and communication can lead to real change. When weekly collections of the green bin commenced in July 2021, our diversion rate jumped dramatically.

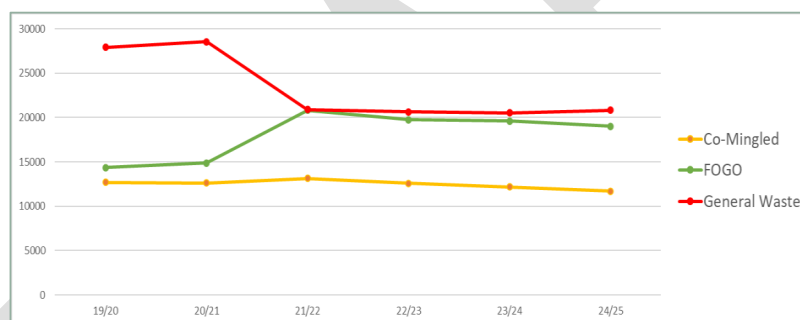


Fig 4 – introduction of FOGO service timeline and effect on Glen Eira's general waste volume

These actions matter. They can reduce the amount and cost of useful material sent to landfill, cut methane emissions, and help recover FOGO to improve soil.

3.2 Challenges and opportunities

The circular economy is not just a local issue. Across Australia, there is growing pressure to move away from the old “take, make, dispose” model so we can cut waste, reduce emissions and make better use of resources.

The *Australia's Circular Economy Framework* sets a national goal to double Australia's circularity by 2035. Its targets are to:

- reduce the amount of material each person uses,
- use materials more productively, and
- recover more resources for productive use.

Right now, Australia uses a lot of material and recovers too little for reuse and remanufacturing. That means change is needed across governments, businesses and communities.

Population growth and rising consumption

Victoria's growing population is increasing demand for housing, transport, food, consumer goods and waste services. As communities grow, more materials flow through the economy.

That puts pressure on waste and recycling systems, Council services, landfill space, and the cost and supply of raw materials.

At the same time, products are often replaced more quickly and are still hard to repair or recycle. That creates more waste and loses valuable materials.

Landfill constraints and changing waste systems

Victoria's landfill system is also changing. Several metropolitan landfills are expected to close in coming years, with no new ones planned. This is putting more pressure on the state's waste system and pushing up disposal and transport costs.

The *Environment Protection Act 2017* says we should avoid waste first, then reuse it, recycle it, recover energy from it, contain it, and only use landfill as a last resort. This is known as the Waste Hierarchy and prioritises preferred waste management action ahead of least preferred waste management actions:



Image 8 – the Victorian Waste Management Hierarchy

The Victorian Government's *Recycling Victoria: a new economy* states waste-to-energy may have a role in the future waste system. These processes are designed to convert waste materials into usable forms of energy, typically electricity or heat encompasses waste treatment technologies converting waste into energy using heat, most commonly through incineration.

However, these facilities are still some years away and require detailed approvals before they commence. This demonstrates why we need to avoid waste, reuse more, repair more and recover more before disposal. A circular economy relies on landfill less and keeping materials in use longer.

Supply chain disruptions and material security

Recent global events have also shown how fragile supply chains can be, especially when we rely on new raw materials and overseas manufacturing. Delays and higher costs affect councils, businesses and communities alike.

Circular economy approaches can make us more resilient by supporting local reuse, repair, remanufacturing and recycled content. That can reduce supply risks and support local jobs and innovation.

Local government helps make circular economy outcomes possible through:

- procurement and purchasing,
- infrastructure and asset management,
- waste and recycling services,
- community education,
- advocacy to state and federal governments, and
- partnerships with industry and community organisations.

Councils are expected to deliver services that are affordable, resilient and aligned with community expectations on climate action and resource recovery.

Staying with a linear economy will increase costs, waste and supply risks. A circular economy gives us a chance to:

- reduce long-term costs,
- use resources more efficiently,
- support local economic activity,
- build resilience,
- and reduce environmental impacts.

This Plan responds by building circular economy practices into Council operations, services, infrastructure planning and community work.

3.3 Listening to our community

Our Circular Economy Plan 2026–2030 is for the whole community. We know reducing waste matters to Glen Eira residents, almost 90 per cent of our community says it is important. Whether we mend a sock, borrow a book or compost food, we all play a part in Glen Eira's circular economy. Our work will make these choices easier and more practical.

Making better use of resources benefits everyone. It can cut waste, save money and improve access. Examples include repair cafés, where volunteers fix items for free, and the Library of Things, where people can borrow household items instead of buying them.

This strategy reaches across Council. To make circular practices part of everyday work, all parts of the organisation need to be involved, from planning through to delivery.

We will also build the skills of Council staff so they can support better circular outcomes, especially in design, procurement and community development.

We also want our communication to be easy to understand, practical and inclusive. This includes colour-blind friendly designs, Easy Read versions, and communication that includes people of all gender identities.

3.4 What we heard from our community

To help draft the Circular Economy Plan 2026–2030, Council brought together findings from community engagement. This included 21,000 responses across 28 projects between 2017 and 2025, including *Future Waste*, *Greener Glen Eira*, *Our Place*, *Our Plan* and the *Community Voice* survey.

What we heard was clear: the community supports a circular economy, is already taking action to reduce waste, and wants Council to make it easier to do more.

Key findings from the report included:

1. Reliable waste services matter. Residents want strong core services such as bin collection, hard rubbish and street cleaning.
2. Recycling and education are top priorities. The community want clearer information, more recycling options and better help to reduce contamination.
3. Reuse and repair are growing in popularity. The community are interested in repair cafés, tool libraries, swap events and second-hand markets.
4. Litter and illegal dumping are still concerns. The community supports stronger enforcement, more public bins and education.
5. Equity and accessibility matter. Residents want circular economy opportunities to work for apartment dwellers, people without cars, people with disability and culturally diverse communities.

[The outcome of the next stage of engagement 5 August – 1 September 2026, will be detailed here prior to finalisation of the Plan]

4. Our approach

4.1 Our strategic goal

As caretakers of the environment, Glen Eira wants to be a place where the community protects the environment and values resources. We aim to keep materials in use for as long as possible, find new ways to meet our needs, and reduce waste wherever we can.

By using circular economy practices, we will support a strong and successful community that lives within environmental limits and improves social, economic and environmental outcomes for everyone. This Plan recognises the challenge ahead and builds on the work started in the 2022–2026 Circular Economy Plan. Key lessons from that plan are:

- Circular economy is becoming better known, but many still don't fully understand it.
- Council must continue to lead by example.
- Circular economy is a whole-system change, not just a waste strategy.
- We need ways to measure progress, not just set goals.
- Changing behaviour is just as important as building infrastructure.
- Strong community engagement is essential.
- We need to think in systems and connect circular economy with climate impacts.
- Markets and incentives are needed for a circular economy to succeed, and Council will advocate for state and federal governments to help lead this change.

Building on what we have learned and achieved with our partners, we will speed up action in priority areas, strengthen our organisation, and find new ways to reduce waste, keep materials in use, and support community-led change.

This Plan continues the shift away from seeing waste only as a problem. Instead, it focuses on smarter ways to use resources, apply good practice, and rethink how services can be delivered so they create less waste in the first place. Together, we will create a more circular, resilient and sustainable future for our municipality.

4.2 Strategic objectives

As part of this Plan, we listened to what matters most to the community and where attention should be focused. We combined this feedback with research and examples of good practice to create clear, measurable strategic objectives that will guide our work over the next four years.

This Plan uses an evidence-based approach, as outlined in section 3, and aligns with the goals of the Council Plan, the Climate Emergency Response Strategy and the Glen Eira Community Vision 2040. Together, these documents describe a future where we take our environmental responsibilities seriously and work within the limits of the environment.

We know that moving to a more circular future takes time. Over the next four years, we will build on what we achieved in our first Plan and take the next steps needed to meet our 2040 Community Vision and other long-term goals.

To make our priorities clear, we will focus on four strategic objectives:

1. Lead the circular economy transition by example
2. Help the community take action to build a circular economy
3. Recover more resources from waste
4. Design our waste and resource recovery services to be more circular and resilient

The next section explains these four strategic objectives. They are supported by an Annual Action Plan, attached to this Plan, which sets out the specific activities under each objective. Together, they show why each objective matters, what we will do, and how we will measure success.

Strategic objective 1: Lead the circular economy transition by example

Why this is important

Local government is in a strong position to help the shift to a circular economy through the way it plans, buys, manages assets and delivers services. By building circular principles into Council planning and into how we buy, build and work, we can reduce waste, lower costs, make resources last longer, and show the community practical ways to do the same.

Leading by example helps build support for circular practices and makes it easier for others to adopt them. It strengthens our organisation's capability, builds confidence in circular approaches, and encourages residents, businesses and partners to do the same.

What we will do

- Use Council's buying power to support the circular economy
- Apply circular design principles to Council infrastructure and major works
- Build the organisation's capability to work in more circular ways
- Reduce waste from Council operations

How we know when we have succeeded

- Circular economy principles are built into decisions about major works, purchasing and service design from the start, rather than added later.
- More Council projects use recycled or reused materials, or use fewer materials overall, compared with previous years.
- Staff across the organisation understand what a circular economy means for their role and use it in day-to-day decisions.
- Waste from Council operations decreases over time, with more materials reused internally or kept out of landfill.

Strategic objective 2: Support the community take action to create a circular economy**Why this is important**

A circular economy can only happen if everyone plays a part. By helping residents, businesses and community groups reduce waste, reuse resources and make more sustainable choices, Council can support long-term change, build community resilience and deliver local environmental benefits.

What we will do

- Advocate for a circular economy
- Engage with and educate residents about the benefits of the circular economy
- Collaborate with our local community to increase participation in reuse, repair and recycling
- Help local businesses move to a circular economy.

How we know when we have succeeded

- More residents are reusing, repairing and recycling their waste.
- Participation increases across a wide range of the community, including people in multi-unit housing and culturally diverse groups.
- More local businesses are adopting circular practices.

Strategic objective 3: Recover more resources from waste

Why this is important

The data shows Council can recover more materials from waste streams if people separate their waste correctly. By reducing contamination and improving the quality and amount of materials collected through kerbside services, Council can keep more valuable resources in use, support stronger recycling systems and move closer to a circular economy.

What we will do

- Reduce the amount of waste going to landfill
- Increase the amount of waste that is composted, reducing landfill and greenhouse emissions
- Remove barriers that prevent community members from recycling
- Assist our community to reduce contamination, which results in compostable and recyclable waste being sent to landfill.

How we know when we have succeeded

- Less waste is sent to landfill.
- More materials are recovered for reuse or recycling.
- An increasing amount of waste is being composted using the Food and Garden Organics (FOGO) stream.
- Contamination in recycling and FOGO decreases over time.

Strategic objective 4: Design our waste and resource recovery services to be more circular and resilient

Why this is important

The way we design waste and resource recovery services affects how well materials stay in use and how well we respond to changing risks and demands. By building circular economy principles into service design, Council can reduce waste, improve resource recovery, adapt to future pressures, and provide more sustainable and reliable services for the community.

What we will do

- Improve the recovery and recirculation of bulky household items
- Better understand and improve access to safe and sustainable waste disposal

- Achieve better community and environmental outcomes from our waste services

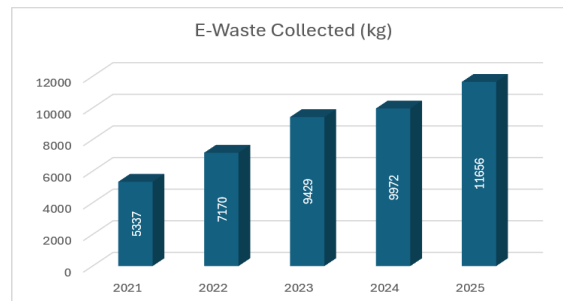


Fig 5 –trajectory of E-Waste collection for Glen Eira

How we know when we have succeeded

- Waste and recycling services are becoming more accessible and more responsive to community needs.
- Council is testing and putting in place service improvements that increase reuse and recovery, not just disposal.
- We are better capturing opportunities to recover value from materials, especially hard waste and difficult items.
- Council can respond to changes in the waste and recycling system, including market changes and infrastructure limits, without reducing service outcomes.
- Data, trials and community feedback are used to keep improving service design and performance.

4.3 Our continued focus of delivery

We will focus our efforts in four main areas:

1. Embedding circular economy principles into core business processes

We will build circular design, efficient use of resources and whole-of-life thinking into:

- capital works planning and design
- procurement and contract management
- service planning and delivery

This will make circular economy thinking part of our everyday business, not an extra step.

2. Building organisational capability and accountability

We will strengthen our evidence base by:

- reviewing baseline performance (e.g. waste, contamination, material flows)
- improving data collection and reporting
- trialling targeted initiatives to test what works

This will help us decide where to invest and expand the most effective solutions over time.

3. Partnering to enable system-level change

Council does not control every part of the circular economy system. We will work with:

- state government and regional partners
- industry, contractors and suppliers
- community organisations and local businesses

to advocate for better systems, influence markets, and support broader change beyond Council operations.

4. Our sequencing and focus

We will prioritise:

- understanding current performance and identifying opportunities for improvement
- further embedding circular practices into key processes
- trialling practical initiatives that can be scaled up

In later years, we will build on this foundation by expanding successful pilots, strengthening partnerships, and delivering measurable improvements in resource recovery, reuse and waste reduction.

4.5 Risks and assumptions

Circular economy remains a clear priority in both the Council Plan Action Plan 2025–26 and Glen Eira's Climate Emergency Response Strategy 2025–29.

The success of this Plan depends on some outside factors. Key risks that could affect delivery include:

- Global events that disrupt supply chains and markets
- Limited investment in future technologies and facilities in the sector
- Rising costs of delivering resource recovery services

- The future closure of several metropolitan landfills, which will put pressure on existing infrastructure, while proposed alternative technologies are not yet operating

4.6 Monitoring, reporting and review

We will monitor progress through a combination of:

- defined success indicators for each strategic objective
- regular reporting through Council's planning and performance framework
- ongoing review of annual action plans

This approach will help keep the Plan responsive, evidence-based and focused on delivering meaningful outcomes for the organisation and community.

Appendices

Appendix A: Summary of key CE Plan 2022-26 achievements

Significant progress has been made under the previous Circular Economy Plan 2022-2026, with a strong focus on empowering the Glen Eira community to reduce waste, increase reuse, and adopt more sustainable behaviours. A range of priority programs have been successfully delivered, demonstrating both innovation and measurable impact.

Community Programs and Behaviour Change Initiatives

The previous Circular Economy Plan (2022 - 26), delivered a suite of education, engagement and behaviour change initiatives to support residents in adopting circular economy principles:

- **Reusable crockery at community events**
Introduction of reusable service ware at major events has reduced reliance on single-use items. At the 2024 Groove and Graze Festival, this initiative avoided more than 2,897 single-use items, demonstrating a practical shift towards event-based circularity.
- **‘Going Circular’ training for businesses**
Helping local businesses to uncover the hidden potential of Circular Economy through upskilling, networking and supportive consultation via a six-week online training course
- **Glen Eira Repair Café**
Six Repair Café events were held across the 2024–2025 financial year, enabling residents to extend the life of household items, build repair skills and reduce waste sent to landfill.
- **National Recycling Week engagement**
A recycling truck visit at Library Storytime provided an interactive learning experience for families, helping embed recycling knowledge from an early age.
- **The Nappy Project**
Delivered educational workshops and reusable nappy kits for new parents and caregivers, supporting waste reduction in one of the highest waste-generating household categories.
- **Low-waste living workshops**
A series of community workshops featuring guest speakers focused on composting and reducing food waste at home, equipping residents with practical tools to minimise waste.
- **Reuse Market Stall at local farmers markets**
Staff-led activities promoted the value of reuse and waste avoidance, engaging directly with the community in high-traffic local settings.

- **Recycling education pop-ups in libraries**
Informal drop-in sessions provided accessible information and support to improve recycling practices.
- **Community recycling workshops**
Targeted workshops for community groups helped build knowledge and confidence in correct waste sorting and circular behaviours.
- **Small Acts Big Impact campaign**
A behaviour change campaign supported by targeted advertising to improve recycling practices and reduce contamination across the municipality.
- **Waste Champions Program**
Supported residents in shared bin environments to improve recycling outcomes and reduce contamination in multi-unit developments.
- **“Trash with a Porpoise” educational show**
Delivered by the Trash Puppets, this engaging comedy performance raised awareness of waste and environmental issues through creative storytelling.
- **30 Days of Actions campaign**
A calendar-based engagement initiative encouraged residents to adopt daily actions aligned with circular economy principles—reduce, reuse and recycle.

Appendix B: Community Engagement

[To be written post public exhibition period]

DRAFT

Appendix C: Relevant legislation, plans and policies

The following is an outline of the relevant Acts, legislation, and guidelines that underpin the development of the Glen Eira Circular Economy Plan 2026 – 30. The Circular Economy (Waste Reduction and Recycling) Act 2021 is the key enabling statute, with councils' roles further shaped by the Environment Protection Act 2017 and the Local Government Act 2020, plus subsequent amendment legislation and subordinate instruments:

- Circular Economy (Waste Reduction and Recycling) Act 2021 (Vic): This Act is the direct legislative anchor for council circular economy plans, kerbside reform, and service delivery.
- Environment Protection Act 2017 (Vic): Supports circular economy outcomes by regulating environmental risks, waste facilities, and approvals, than prescribing council services directly.
- Environment Legislation Amendment (Circular Economy and Other Matters) Act 2022 (Vic): Enhances and operationalises the circular economy legislative framework affecting councils indirectly.
- Local Government Act 2020 (Vic) (and amendments): Provides the institutional and financial powers councils use to implement circular economy obligations.

External documents

- Circular Economy (Waste Reduction and Recycling) Act 2021: [Circular Economy \(Waste Reduction and Recycling\) Act 2021 | legislation.vic.gov.au](https://legislation.vic.gov.au/Circular-Economy-(Waste-Reduction-and-Recycling)-Act-2021)
- Circular Economy and other Matters Bill 2022: [Environment Legislation Amendment \(Circular Economy and Other Matters\) Bill 2022 | legislation.vic.gov.au](https://legislation.vic.gov.au/Environment-Legislation-Amendment-(Circular-Economy-and-Other-Matters)-Bill-2022)
- Victoria's Plan for a Circular Economy - Recycling Victoria: A New Economy [Victoria's plan for a circular economy | vic.gov.au](https://vic.gov.au/Victorias-plan-for-a-circular-economy)
- Recycling and Waste Reduction Act 2020 (Cth): [Review of the Recycling and Waste Reduction Act - DCCEEW](https://www.dcceew.gov.au/waste/research-and-policy/review-of-the-recycling-and-waste-reduction-act-2020)
- The National Waste Policy 2018: [National Waste Policy 2018](https://www.environment.gov.au/land/national-waste-policy)

Glen Eira City Council strategies and plans

- Glen Eira Circular Economy Plan 2022-2026: [Glen Eira Circular Economy Plan 2022-2026](#)
- Glen Eira City Council, Council Plan 2025 – 2029: [Glen Eira Council Plan 2025–2029 | Glen Eira City Council](#)
- Glen Eira City Council, Council Plan Action Plan 2025-26: [gecc-council-plan-action-plan-2025-2026.pdf](#)
- Glen Eira City Council, Climate Emergency Strategy 2025-2026: [glen-3702_climateemergencyresponsestrategy_2025-2029.pdf](#)

Appendix D: Glossary

Term	Definition
Acts	An Act generally refers to a formal decision or law made by a legislative body.
Advocacy	Advocacy for councils involves using the voice of the community to influence decision-makers to make positive changes that affect the local area.
Circular Economy	The circular economy is a comprehensive approach to managing resources and waste aiming to reduce waste, save energy, and limit environmental impacts.
Circularity	Circularity is a measure of how materials and, products are kept in circulation through processes, such as maintenance, reuse, refurbishment, remanufacture, recycling, and composting.
Climate Emergency Response Strategy	Glen Eira's Climate Emergency Response Strategy 2025–2029 outlines urgent, community-driven actions to reduce emissions, enhance resilience, and embed climate action across council operations and the wider community
Engagement	Engagement made by councils refers to the process of involving community members in decision-making and policy development.
Legislation	Legislation refers to laws made by Parliament, also known as statutes or Acts of Parliament, which govern the country and can be amended or repealed over time.
Product Stewardship	An approach where manufacturers, retailers and other parties share responsibility for reducing the environmental impacts of a product throughout its life cycle, including disposal.
Resource recovery	Resource recovery is the process of reclaiming valuable materials and energy from waste to reduce landfill use, conserve resources, and support a circular economy
Recycling	Recycling is the process of collecting, processing, and repurposing waste materials into new products, helping to conserve natural resources and reduce environmental impact.
Strategy	Strategy is a high-level plan or framework of choices designed to achieve a specific, long-term goal under conditions of uncertainty. It defines overall direction and dictates where to focus your resources on.
Sustainability	Sustainability is the practice of living, producing, and consuming in a way that meets present needs without compromising the ability of future generations to do the same. It relies on balancing environmental health, economic vitality, and social equity.
Waste	Waste is any material or substance that is discarded after its primary use or is considered worthless, defective, or of no further use.
Waste Hierarchy	A framework that ranks waste management practices in order of their environmental impact. It prioritises actions as follows: 1. Avoidance: Avoiding waste generation in the first place. 2. Reuse: Finding new uses for items instead of discarding them. 3. Recycling: Processing materials to make new products. 4. Recovery of Energy: Converting waste into usable energy. 5. Containment: Safely isolating and containing waste if it cannot be processed higher up the hierarchy. 6. Disposal: The absolute least preferred option. Sending waste to landfill is a last resort when all other alternatives have been exhausted

Term	Definition
Waste to Energy	Waste-to-energy (WtE) refers to a series of processes designed to convert waste materials into usable forms of energy, typically electricity or heat encompasses waste treatment technologies that convert waste into energy using heat, most commonly through incineration. It is a form of energy recovery that transforms waste material into energy products like heat or electricity, providing value from waste that would otherwise go to landfill.

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Circular Economy Action Plan

Year 1: 2026-27



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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DOCUMENT CONTROL

Adopted /approved by	
Date first adopted	
Dates amended	
Review due by	
Contact	

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Contents

Acknowledgement of Country.....4

Circular Economy Plan 2026–20305

 Annual Action Plan: November 2026 – June 20275

1. Leading the circular economy transition by example6

 Strategic Indicators6

 Goals and Actions for 2026–20276

2. Support the community in taking action to create a circular economy.....8

 Strategic Indicators8

 Goals and Actions for 2026–20279

3. Recover more resources from waste..... 11

 Strategic Indicators 11

 Goals and Actions for 2026–2027 11

4. Design our waste and resource recovery services to be more circular and resilient13

 Strategic Indicators 13

 Goals and Actions for 2026–2027 14

Glossary 16

Acknowledgement of Country

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.

Circular Economy Plan 2026–2030

Council is working to foster Glen Eira's local circular economy. A circular economy moves us away from our typical “take, make, dispose” model, and towards a system where materials are used more efficiently and kept in use for longer, and waste is avoided by design.

To achieve this, the draft Plan sets out our objectives to:

- lead the circular economy transition by example
- support our community in taking action to create a circular economy
- recover more resources from our waste
- design our waste services to be more circular and resilient

For Council, transitioning to a more circular economy is not just an environmental responsibility, but a practical response to growing pressures on our waste systems, rising costs, and increasing expectations from our community. By embedding circular economy principles into how we plan, design, procure and deliver services, we can reduce long-term costs, improve service outcomes, and build a more resilient Glen Eira for all.

Annual Action Plan: November 2026 – June 2027

This is the first Action Plan of the Circular Economy Plan 2026–2030. It outlines the actions Council will deliver in the 2026–2027 financial year to support our local circular economy. As the previous Circular Economy Plan (2022–2026) ran to a November–October schedule, this first Action Plan will cover November 2026 to June 2027, bringing future Action Plans in line with the financial year.

To keep our community informed, Council will report annually on the delivery of actions and outcomes achieved. Future Circular Economy Annual Action Plans will be submitted for the 2027–28, 2028–29, 2029–30 financial years, in line with Council's Annual Plan Action Plan process.

1. Leading the circular economy transition by example

Council is responsible for significant volumes of material through its capital projects, procurement activities and waste services. Reducing waste from our operations is essential to managing costs and minimising environmental impacts.

Our influence extends beyond the organisation. As a major steward of resources and a leader in the circular economy transition, Council can demonstrate best practice, trial innovative approaches, and help drive broader change. By leading by example, we can inspire our community, businesses and other governments to adopt more circular ways of thinking and working.

Strategic Indicators

Strategic indicators	Target [2026–27]
Proportion of capital works projects reviewed for opportunities to improve circular economy outcomes	Increase
Council facility waste sent to landfill	Decrease

Goals and Actions for 2026–2027

Goal 1.1: Use Council's purchasing power to stimulate the circular economy.

Action	Lead	Partners
1.1.1. Review priority procurement categories and upcoming contract renewals to identify where circular economy considerations can be practically applied	Circular Economy	Procurement
1.1.2. Continue to develop standardised circular economy clauses, specification templates and guidance materials for use in relevant procurement and tender processes	Circular Economy	Procurement

Action	Lead	Partners
1.1.3. Apply circular economy criteria in at least one priority procurement / contract renewal and evaluate outcomes	Circular Economy	Procurement

Goal 1.2: Apply circular design principles to Council's infrastructure and capital works programs.

Action	Lead	Partners
1.2.1. Review capital works projects scheduled for delivery in 2027–28 to identify where circular economy principles can be practically applied	Circular Economy	Project Delivery
1.2.2. Develop a simple and practical circular design checklist to support project teams to consider material efficiency, reuse, recycled content and end-of-life outcomes during project planning and design	Circular Economy	Project Delivery
1.2.3. Develop a reference list of recycled and alternative materials suitable for use in Council capital works projects	Circular Economy	Project Delivery

Goal 1.3: Increase the Organisation's capability to become more circular.

Action	Lead	Partners
1.3.1. Work with internal teams on selected purchases to identify circular products, suppliers and reuse opportunities within existing procurement processes	Circular Economy	All departments
1.3.3. Highlight teams and projects that reduce waste or improve reuse through internal communications and recognition activities	Circular Economy	All departments

Goal 1.4: Reduce waste generated by Council operations

Action	Lead	Partners
1.4.1. Complete waste audits at offices, depots and community facilities to identify priority waste streams, contamination issues and practical improvement opportunities	Circular Economy	All departments
1.4.2. Share waste audit findings with site managers and service teams to identify quick wins and site-specific actions to improve waste recovery	Circular Economy	All departments
1.4.3. Implement an internal process for staff to share, request or reuse office supplies, furniture and equipment before purchasing new items	Circular Economy	All departments

2. Support the community in taking action to create a circular economy

Our community is committed to protecting the environment and is already taking action to reduce waste. However, many still face barriers to more ambitious change.

Council is well placed to help address these barriers through direct support, advocacy and process improvements, enabling the community to take further action towards a more circular economy.

Strategic Indicators

Strategic indicators	Target [2026–27]
Community participants in circular economy activities and events	Increase
Engaged businesses adopting circular economy practices	Increase
Circular Economy advocacy and publications occurring internally/externally	Increase

Goals and Actions for 2026–2027

Goal 2.1: Advocate for policies, systems and partnerships that support a circular economy.

Action	Lead	Partners
2.1.1. Advocate for the continued and expanded delivery of the Detox Your Home program	Circular Economy	Public Affairs
2.1.2. Advocate for the development and delivery of new product stewardship initiatives	Circular Economy	Public Affairs
2.1.3. Advocate for increased government and industry funding and support for circular economy products, infrastructure, services, and research	Circular Economy	Public Affairs

Goal 2.2: Strengthen Council's capability to support community-led action.

Action	Lead	Partners
2.2.1. Engage community members and stakeholders to identify barriers to participation in circular economy behaviours	Circular Economy	Public Affairs
2.2.2. Deliver targeted behaviour change campaigns focused on priority actions and identified barriers	Circular Economy	Public Affairs
2.2.3. Ensure engagement and communication activities are inclusive, accessible, and representative of the broader community	Circular Economy	Public Affairs

Goal 2.3: Grow community participation in repairing, recirculating and reusing.

Action	Lead	Partners
2.3.1. Identify collaboration opportunities with local community groups to increase participation in reuse, repair and recycling	Circular Economy	Public Affairs
2.3.2. Collect more in-depth participation data across all circular economy programs and events; to better measure program impact	Circular Economy	Public Affairs

Goal 2.4: Support local businesses transition to a circular economy.

Action	Lead	Partners
2.4.1. Partner with local business networks and industry associations to expand awareness and participation in circular economy programs	Circular Economy	Community
2.4.2. Deliver targeted business engagement programs to support waste reduction and resource recovery improvements	Circular Economy	Economic Development
2.4.3. Develop a directory of local circular economy businesses and services	Circular Economy	Public Affairs
2.4.4. Collect and use business feedback and case studies to demonstrate and promote successful circular practices	Circular Economy	Community

3. Recover more resources from waste

Council is responsible for managing significant volumes of material through our waste and resource recovery services. Our community relies on us to deliver accessible, reliable and effective services that achieve the best outcomes for the materials collected through kerbside, booked and drop-off collections.

Improving these outcomes requires collaboration across the entire system. Working with our community upstream, we will focus on reducing contamination and increasing resource recovery, particularly in mixed-unit developments. Downstream, we will work with processors and service providers to drive continuous improvement and maximise the circular value of recovered materials. Through this approach, we can improve service performance, recover more resources, and reduce the amount of waste sent to landfill.

Strategic Indicators

Strategic indicators	Target [2026-27]
FOGO being diverted from landfill	Increase
Contamination in co-mingled and FOGO streams	Decrease
Resource recovery from mixed-unit developments (MUDs)	Increase
Volume of general waste sent to landfill per household	Decrease

Goals and Actions for 2026–2027

Goal 3.1: Increase participation in FOGO composting.

Action	Lead	Partners
3.1.1. Deliver clear, practical education on correct FOGO use, including guidance on using the service without green caddy liners	Circular Economy	Public Affairs

Action	Lead	Partners
3.1.2. Run targeted behaviour change campaigns to increase FOGO participation and reduce contamination	Circular Economy	Public Affairs

Goal 3.2: Reduce household residual waste.

Action	Lead	Partners
3.2.1. Conduct periodic compositional audits of household general waste to identify recovery opportunities and contamination drivers	Circular Economy	Waste service providers

Goal 3.3: Reduce contamination in FOGO and co-mingled streams.

Action	Lead	Partners
3.3.1. Conduct regular bin audits across services to reduce contamination and improve material recovery outcomes	Circular Economy	Waste service providers
3.3.2. Deliver targeted education campaigns addressing the most common and high-impact contamination problems	Circular Economy	Public Affairs
3.3.3. Provide direct, timely feedback to households and multi-unit buildings with high contamination rates	Circular Economy	Public Affairs
3.3.4. Plan targeted service or operational changes to improve recovery outcomes in identified priority areas (e.g. high contamination zones, apartments)	Circular Economy	Waste service providers

Goal 3.4: Improve waste management in apartments.

Action	Lead	Partners
3.4.1. Conduct baseline waste audits in representative apartment buildings to identify key contamination and service issues	Circular Economy	Waste service providers
3.4.2. Engage building managers and owners corporations to review and improve waste management processes	Circular Economy	Property owners
3.4.3 Explore opportunities to expand Waste Champions program	Circular Economy	Residents

4. Design our waste and resource recovery services to be more circular and resilient

Strategic Indicators

Resource management, particularly recycling, is a rapidly evolving space. To ensure we continue to achieve the most sustainable outcomes for our materials, our services must adapt over time.

Building on provisions within key contracts established under the Circular Economy Plan 2022–2026, we will explore new approaches to enable bulky waste to be reused intact, rather than sent to landfill or recycled where reuse is possible.

We will also improve the accessibility of our waste services, making it easier for residents to dispose of hard-to-recycle items appropriately. In addition, we will implement the Elster Creek Litter Action Plan 2025–2031 to help prevent waste entering the natural environment.

Strategic indicators	Target [2026–27]
Diversion of material collected through booked collections service	Increase
Volume of difficult-to-recycle material collected through new or amended services	Increase

Goals and Actions for 2026–2027

Goal 4.1: Improve recovery and recirculation of bulky household items.

Action	Lead	Partners
4.1.1. Improve contractor data collection and reporting on hard waste composition and recovery outcomes	Circular Economy	Waste service providers
4.1.2. Investigate opportunities to improve reuse, recycling, and resource recovery outcomes within Council's hard waste contract	Circular Economy	Waste service providers

Goal 4.2: Improve accessibility of safe and sustainable waste disposal.

Action	Lead	Partners
4.2.1. Map existing waste and recycling services and identify gaps in access, coverage, and material streams	Circular Economy	N/A
4.2.2. Promote solutions to address soft plastic waste, such as waste avoidance strategies and recycling drop-off points at supermarkets.	Circular Economy	Public Affairs
4.2.3. Identify and prioritise opportunities to redesign waste and recycling services to improve accessibility, recovery and efficiency	Circular Economy	N/A

Goal 4.3: Ensure the best community and environmental outcomes for our waste.

Action	Lead	Partners
4.3.1. Investigate service or infrastructure improvements that make glass recycling easier and more effective for the community	Circular Economy	Waste service providers
4.3.2. Align litter prevention and public place waste initiatives with the Elster Creek Litter Action Plan 2025–2031	Circular Economy	Climate Emergency

Glossary

Term	Definition
Circular Economy	An economic system that aims to eliminate waste and keep materials and products in use for as long as possible through reuse, repair, sharing, remanufacturing and recycling.
Circular Design	Designing products, infrastructure and services to minimise waste, use resources efficiently, and maximise opportunities for reuse, repair and recycling.
Contamination	Materials placed in the wrong waste or recycling bin, reducing the quality and value of recovered resources.
Diversion from Landfill	Materials that are reused, recycled or composted instead of being sent to landfill.
FOGO (Food Organics and Garden Organics)	A kerbside collection service for food scraps and garden waste that can be turned into compost and other useful products.
Hard Waste	Large household items that cannot be collected through regular kerbside waste services, such as furniture, mattresses and appliances.
Material Recovery	The process of extracting useful materials from waste so they can be reused, recycled or processed into new products.
Product Stewardship	An approach where manufacturers, retailers and other parties share responsibility for reducing the environmental impacts of a product throughout its life cycle, including disposal.
Recovery Pathway	A system or process that enables materials to be reused, repaired, recycled or safely processed instead of being disposed of.
Residual Waste	Waste that remains after reusable, recyclable and compostable materials have been removed and is typically sent to landfill.
Mixed-Unit Development (MUD)	A residential building containing multiple dwellings, such as apartments, units or townhouses.
Resource Efficiency	Using materials, energy and water more effectively to achieve the same outcome while reducing waste and environmental impacts.
Recycled Content	Material that has previously been used and recovered through recycling and is incorporated into a new product.
Organics	Materials derived from plants or animals, including food scraps and garden waste, that can be composted or processed into other products.

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Appendix 1

Summary program achievements of the Glen Eira Circular Economy Plan 2022–26

Since release of the first Circular Economy Plan 2022-26, a total of 92% of listed projects have been completed, the remaining two projects ongoing and three projects deferred.

The table below summarises example circular economy actions and program outcomes achieved during the Circular Economy Plan 2022-26.

Theme	Projects	Outcomes
Use Council's purchasing power to encourage circular economy investment and innovation.	Our 'Future Waste Project' - a multi-year project that reviewed Council's core waste services including kerbside collections, hard waste and recycling processing.	New contracts now incentivise innovation / service improvements with provision for introducing new circular economy services and trials as part of the contracts.
Use Council's influence to advocate for improved circular economy outcomes.	• Circular Economy Position Paper • Advocacy on: – separate glass service – household waste service standards – waste management in large apartment buildings – circular economy investment – Vic. Government use of waste levy.	Increased community and staff awareness of circular economy and waste challenges. Increased pressure on Victorian and Australian governments to provide appropriate support and legislation to support circular economy transition. Increased pressure on Victorian government to reconsider benefits of a separated glass service (overall community cost with limited environmental benefit).
Support sharing, repairing and recirculating of items in good condition.	• Glen Eira Repair Café • Clothes swap and other reusable sharing events • Reusable cutlery at major events • The (reusable) Nappy Project	More items in good condition remain in circulation, waste reduced and diverted from landfill.
Support local businesses become more circular.	• 'Going Circular' training • Circularity mentorship program for businesses • 'Trim your bin' program • Promotion of local circular businesses • Trialled membership to asset sharing marketplace	Increase in reusable packaging and reduction in disposables. Businesses collecting organics for composting and container deposit scheme containers for recycling. Businesses developing circular procurement strategies. Development of 'network' and ambassadors for circular thinking with peer businesses. Diversion of unusual waste streams from landfill i.e. hair.

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Theme	Projects	Outcomes
Increase organisational knowledge and capacity.	• Circular economy leadership program for staff • Updating reporting requirements to strengthen circular economy outcomes • Reviewing Council specifications (capital works) • Reusable cutlery availability for Council staff • Plastic free policy • Review of Council policies i.e. Asset Disposal Policy	Demolition specifications updated to increase resource recovery. Improved reporting and data capture of Council's material circularity. Increased staff awareness and knowledge of circular economy. Increased resource recovery and recirculation of material to be reused i.e. recycling of uniforms, recirculation of furniture.
Increase community awareness of circular economy and Council waste and circular economy services.	• Development of Circular Economy communications plan • 'Reduce, reuse, recycle, circular economy style' campaign • Hard Waste Service Review • Future waste, greener Glen Eira campaign • 'Small Acts, Big Impact' campaign • Resources for educators • Food composting promotion • Correct disposal of batteries campaign • Recycling truck visits to 'Story-Time' • Regular re-use market stalls	Regular promotion of circular economy and waste reduction across print, digital, physical signage (bin wraps, bus shelters etc.) and in-person events. Increased engagement with waste reduction campaigns i.e. '30 days of action' calendar with waste reduction activities shared nationally by Planet Art to audience of 42,000 people.
Increase resource recovery of materials that can be recycled.	• Bin inspection program and targeted household education to reduce contamination • Ongoing education and support of food organics, garden organics (FOGO) recycling. • Updated guidance for waste management in large apartment buildings and town houses. • Expansion of e-waste recycling and introduction of specialist vapes recycling stations.	Reduction in contamination in FOGO and commingled recycling streams. Improved waste management planning in large apartment buildings and town houses. Increased community access to e-waste, battery and vapes recycling.

10.2 STRATEGIC ASSET RESERVE POLICY

Author: Andrea Pogue, Manager Organisational Strategy

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 26/1170030

Attachments: 1. Draft Strategic Asset Reserve Policy [↓](#)
2. Sale of Council Land and Buildings Policy [↓](#)

EXECUTIVE SUMMARY

The draft Strategic Asset Reserve Policy (Policy) establishes the Strategic Asset Reserve to support the long-term funding of community infrastructure upgrades and improvements including roads, footpaths, drains, parks, sporting facilities, community buildings and open spaces. The draft Policy guides how Council prioritises and allocates funds for new and upgraded community infrastructure over time, so future investment decisions are planned, transparent and financially responsible. Adopting the draft Policy is a key action in Council's Financial Sustainability Strategy.

The draft Policy aims to:

- Support long-term funding for strategic capital investment,
- Provide a mechanism to set aside funds for future high-value projects,
- Strengthen alignment between strategic planning, community priorities, asset planning and financial capacity.

The draft Policy also provides the community with a transparent understanding of the principles Council considers when investing in new or upgraded community infrastructure and how it ensures that investment decisions improve community outcomes by enhancing access, participation, inclusion and service effectiveness. The draft Policy replaces and supersedes the existing Sale of Council Land and Buildings Policy which will be revoked upon adoption.

RECOMMENDATION

That Council:

1. Adopts the Strategic Asset Reserve Policy as **Attachment 1** to this report.
2. On the adoption of the proposed Strategic Asset Reserve Policy, revokes the Sale of Council Land and Buildings Policy as provided in **Attachment 2**.

BACKGROUND

Council manages around \$3 billion in community assets, including roads, footpaths, drains, parks, sporting facilities, community buildings and open spaces. These assets support the everyday services our community relies on, from libraries and maternal and child health to waste collection, leisure facilities and local recreation.

Council's infrastructure needs will continue to grow as assets age, community expectations change and Glen Eira's population increases. Work completed through the Financial Sustainability Strategy showed that Council needs to strengthen how it plans and sets aside funds for future strategic infrastructure priorities.

The draft Policy has been developed to support this work. It provides a clearer approach for identifying, reserving and using funds for major community assets and infrastructure, so Council can make future investment decisions in a transparent, consistent and financially responsible way.

ISSUES AND DISCUSSION

The draft Policy provides a clear and practical framework for how Council sets aside and allocates funding to support the development of new and upgraded community assets and infrastructure over time. It helps ensure future funding decisions are made consistently, transparently and in line with Council's long-term financial and asset planning responsibilities.

The draft Policy establishes a dedicated reserve of funds to support long-term strategic capital investment and strengthen Council's financial sustainability and future funding capacity

It will guide:

- how funds will be reserved and set aside for future strategic asset investment
- how projects will be prioritised considering key principles such as community benefit, strategic need, affordability and readiness to proceed
- how funding decisions will be sequenced depending on the required timing and scale of investment
- how the Strategic Asset Reserve will work with other funding sources such as grants, and other reserves that fund community infrastructure including the Open Space Reserve.

It aims to ensure alignment between capital investment and Council's strategic priorities, including the Council Plan and Asset Plan. Through the implementation of the draft Policy, Council will develop a prioritised pipeline of investment-ready strategic projects.

The draft Policy sets out key principles to guide how funds flow into the reserve (inflow principles) including that they:

- Are discretionary and approved by Council
- Do not compromise financial sustainability, liquidity or service delivery
- Do not include statutory or legislatively restricted funds
- Are not automatic and are determined through formal Council processes
- Are cash-backed, consistent with prudent financial management.

It also establishes funding allocation (outflow) principles which include:

- Alignment with Council's strategic priorities
- Risk and compliance considerations
- Efficient use of assets and resources
- Shared, flexible spaces and optimised asset outcomes
- Measurable community benefit
- Equity and accessibility
- Environmental sustainability
- Deliverability and readiness
- Integrated funding approach across reserves

There is a strong focus on the principle of measurable community benefit in terms of ensuring that decisions to invest in community infrastructure results in improved community outcomes by enhancing access, participation, inclusion and service effectiveness.

Under the draft Policy, the Strategic Asset Reserve will operate alongside other Council reserves, including the Open Space Reserve to deliver strategic capital projects identified through the Open Space Strategy.

The draft Policy carries forward key elements of the current Sale of Council Land and Buildings Policy relating to reserving funds derived from the sale of Council assets, but expands the proposed inflows eligible for the reserve, therefore it is recommended that the existing Policy is revoked upon adoption of the new one.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The draft Policy supports Council's *Climate Emergency Response Strategy* by providing a framework that enables investment decisions to consider broader community outcomes, including environmental sustainability objectives. In applying the draft Policy, Council will consider climate-related outcomes where relevant, such as emissions reduction, climate resilience and the promotion of sustainable behaviours, consistent with Council-adopted strategies.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The draft Policy supports more disciplined and transparent long-term financial planning. It will help Council better align future asset investment with community priorities, asset planning and Council's long-term financial position. The aim is to build the Strategic Asset Reserve over a 10-year period, with a target of maintaining \$20 million in the reserve by that time.

From a risk perspective, the draft Policy helps Council manage two key strategic risks: maintaining financial sustainability and planning for infrastructure needs as community assets age and demand changes. By setting clearer principles for contributions to the Reserve, project prioritisation and funding decisions, the draft Policy treats those risks by reducing the risk of short-term or ad hoc decisions that could affect Council's financial position or delay important asset investment.

The draft Policy also supports better planning and sequencing of major projects. This means Council can consider future investment needs earlier, understand the likely timing and scale of projects, and make decisions in a more coordinated way.

From an asset management perspective, the draft Policy supports a more evidence-based approach to identifying, prioritising and planning for major community asset needs over time.

POLICY AND LEGISLATIVE IMPLICATIONS

The draft Policy supports compliance with relevant legislative and regulatory requirements, including the *Local Government Act 2020*. It provides a clear governance framework to ensure Glen Eira operates in a financially responsible way, in accordance with statutory obligations and principles of sound financial management under the *Local Government Act 2020*.

Decisions regarding the allocation and prioritisation of funds from the Strategic Asset Reserve are informed by Council's Integrated Planning and Reporting Framework, in particular they are driven by needs identified in the draft Community Infrastructure Plan, the Strategic Property Plan, the Open Space Strategy, the Asset Management Framework and the Council Plan.

COMMUNICATION AND ENGAGEMENT

Following Council adoption, the final Policy will be published on Council's website. It will inform Council's annual Planning and Budget processes, which are subject to community consultation in accordance with the statutory budget process.

In developing the draft Policy officers undertook a review and benchmarking exercise against comparable council policies to ensure consistency, robustness and alignment with good practice.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability
We are financially secure and sustainable

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The draft Policy provides a clear and consistent framework to guide how Council prioritises and allocates funds for strategic asset investment. As a key action of the *Financial Sustainability Strategy*, it improves transparency, supports equitable and financially sustainable outcomes, and strengthens the integrity of Council's decision making.

Adoption of the draft Policy will support Council to apply a consistent, evidence-based approach to strategic asset decisions into the future.



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GLEN EIRA CITY COUNCIL STRATEGIC ASSET RESERVE POLICY

Date first adopted: TBC

Date last amended:

Next review date: 30 June 2030

Policy Owner: Director Customer and Corporate Affairs

Approved by: Council

Policy Category: Category 2 Policy

Contents

1. TITLE..... 3

2. OBJECTIVES..... 3

3. SCOPE..... 3

4. POLICY STATEMENT..... 4

5. DEFINITIONS..... 4

6. POLICY 5

7. ROLES AND RESPONSIBILITIES 8

8. LEGISLATIVE COMPLIANCE 9

9. ASSOCIATED COUNCIL DOCUMENT..... 9

10. EXTERNAL REFERENCE/RESOURCE..... 9

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1. TITLE

Strategic Asset Reserve Policy.

2. OBJECTIVES

The purpose of this Policy is to:

- Establish a dedicated reserve of funds to support long-term strategic infrastructure investment,
- Strengthen Council's financial sustainability and future funding capacity,
- Ensure alignment between infrastructure investment and Council's strategic priorities, including the Council Plan and Asset Plan,
- Support the development of a prioritised pipeline of investment-ready strategic projects,
- Support the implementation of Council's Strategic Property Plan, including decisions relating to acquisition, redevelopment and disposal of property.

3. SCOPE

This Policy applies to:

- Funds held within the Strategic Asset Reserve
- Financial inflows allocated to the SAR,
- The allocation of SAR funds to approved strategic capital investments.

This Policy does not apply to:

- Statutory or restricted funds, including public open space contributions,
- Operational or recurrent expenditure,
- Asset renewal or maintenance expenditure (funded through other Council processes),
- Other reserves governed by separate Council policies.

The Strategic Asset Reserve operates alongside other Council reserves, including the Open Space Reserve. This Policy does not override statutory requirements relating to specific financial reserves (e.g. Open Space Reserve). These funds must continue to be managed in accordance with their governing legislation and any relevant Ministerial Directions, but the reserves may be used in combination to deliver strategic capital projects. In particular open space projects may commonly involve blended funding from the Open Space Reserve and other funding sources, including the Strategic Asset Reserve.

In considering allocations from the Strategic Asset Reserve, Council will have regard to the overall funding mix for strategic projects and the long-term financial sustainability of complementary funding sources, including the Open Space Reserve.

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4. POLICY STATEMENT

Council will maintain a Strategic Asset Reserve in which funds will be:

- Set aside and allocated for the purpose of long-term strategic infrastructure investment,
- Allocated in a transparent, consistent and evidence-based manner,
- Allocated to projects aligned to Council's integrated strategic planning framework, including the Council Plan, Long-Term Financial Plan, Asset Plans and relevant strategies,
- Used to support high-value capital investment that delivers long-term community benefit,
- Allocated from asset sales where the disposal aligns with the provisions of the Strategic Property Plan.

5. DEFINITIONS

Term	Meaning
Asset	Council owned land or buildings
Cash-backed	Where the Strategic Asset Reserve balance is supported by available cash or cash equivalents
Strategic Asset Reserve	A Council financial reserve established to support long-term funding of strategic infrastructure investments
Strategic infrastructure investment	Includes Premium and Strategic level infrastructure projects that deliver long-term community benefit and align with Council strategies
Surplus Asset	Defined under the Strategic Property Plan using a structured categorisation and decision framework to determine surplus property assets and strategic site opportunities
Measurable community benefit	The extent to which an investment improves community outcomes by enhancing access, participation, inclusion and service effectiveness — whether delivered through infrastructure, services, programs or other delivery models. This includes the extent to which an investment: • improves access to services or facilities; • supports ongoing participation and engagement; • is fit-for-purpose for its intended use (including digital and non-asset delivery); • and contributes to the effective performance of the broader community infrastructure and service network. Community benefit is assessed across the following

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Term	Meaning
	dimensions (as relevant to the proposal): • Access and equity (who can participate, including new or underserved groups) • Participation and engagement (extent to which ongoing use or involvement is enabled) • Fit-for-purpose delivery (whether the solution works effectively in practice — physical or digital) • Contribution to system or network outcomes (including integration with existing services and infrastructure) • Current and future community need, including the extent to which the proposal responds to identified demand, emerging needs or projected future service, infrastructure or community requirements.
Premium level infrastructure project	Targeted infrastructure upgrades which feature practical design, improved accessibility, and strengthened climate resilience. The level of service aligns with strategic priorities and community needs.
Strategic level infrastructure project	Targeted infrastructure upgrades that are high-value, new and significant and align with strategic priorities and future community needs. Generally, have advanced design, inclusivity, and meet high climate resilience standards.
Relevant strategies	Relevant strategies include, but are not limited to: • Council Plan • Community Infrastructure Plan (draft) • Strategic Property Plan, • Open Space Strategy, and • Other Council-endorsed service or infrastructure strategies

6. POLICY

6.1 Purpose of the Strategic Asset Reserve

The Strategic Asset Reserve:

- Supports long-term funding for strategic investment,
- Provides a mechanism to set aside funds for future infrastructure projects,
- Strengthens alignment between community priorities, asset planning and financial capacity.

6.2 Governance and Decision Making

Council is the decision-maker for:

- Allocation of funds into the Strategic Asset Reserve
- Retention of funds within the Strategic Asset Reserve,

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- Allocation of funds to specific projects from the Strategic Asset Reserve

Decisions will be made through:

- The Annual Budget process, and
- Council resolutions.

Funding allocation decisions will be made having regard to:

- Council's financial position,
- Long-term financial sustainability,
- Service delivery requirements.

6.3 Inflow Principles

Funds allocated to the Strategic Asset Reserve:

- Are discretionary and approved by Council,
- Must not compromise financial sustainability, liquidity or service delivery,
- Do not include statutory or legislatively restricted funds,
- Are not automatic and are determined through formal Council processes,
- Are cash-backed, consistent with prudent financial management

6.4 Inflow Categories

Funds may be allocated to the Strategic Asset Reserve from:

- The net proceeds from the sale of surplus assets, subject to Council determining, through the Strategic Property Plan and Asset Management Framework, that:
 - The asset is not required for current or future service delivery,
 - The allocation supports Council's strategic objectives and long-term financial sustainability,
- Annual cash surplus outcomes, as determined and approved by Council,
- Other one-off funding allocations as determined and approved by Council.

6.5 Asset Sale Proceeds – Specific Requirements

Proceeds from the disposal of surplus assets will be reinvested into future assets that deliver overall long-term net community benefit, supporting intergenerational equity and sustainable asset planning.

The sale of Council land and buildings is subject to the following conditions:

- The asset has been identified as surplus through the Strategic Property Plan or Asset Management Framework
- Disposal is undertaken in accordance with the Local Government Act 2020 and Council's established processes, including appropriate community engagement,
- Disposal supports improved overall community outcomes.

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Allocation of proceeds from asset sales to the Strategic Asset Reserve will only occur where:

- The allocation has been explicitly approved by Council,
- The reinvestment supports strategic capital investment aligned with Council, priorities and long-term financial sustainability.

Funds derived from asset sales must fund capital investment purposes and must not be used for recurrent or operational expenditure.

6.6 Outflow principles – allocation of funds

Funding allocations from the Strategic Asset Reserve will be prioritised based on:

- Alignment with Council's strategic priorities,
- Risk and compliance considerations,
- Efficient use of assets and resources,
- Shared, flexible spaces and optimised asset outcomes,
- Measurable community benefit,
- Equity and accessibility,
- Environmental sustainability,
- Deliverability and readiness,
- Integrated funding approach across reserves (leveraging multiple funding sources where appropriate to maximise community outcomes), including matching funds for grants that span multiple years.

6.7 Strategic Investment Focus

The Strategic Asset Reserve exists to fund strategic capital investments that deliver significant long-term net community benefit projects that are beyond routine renewal or maintenance - these are defined as premium or strategic level infrastructure investments.

Projects may include short-term delivery elements or interim benefits where these form part of a broader premium or strategic level infrastructure investment that delivers significant long-term net community benefit. The Strategic Asset Reserve is not intended to fund routine renewal, maintenance, temporary works or projects that primarily deliver short-term benefits.

6.8 Pipeline of Strategic Projects

A pipeline of potential strategic projects will be maintained to:

- Support forward planning,
- Enable informed decision-making,
- Ensure projects are assessed consistently.

Project identification and prioritisation will occur through the Strategic Asset Reserve Investment Pipeline Procedure and aligned to Council's integrated planning and

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budgeting framework. Inclusion in the pipeline does not constitute funding approval.

6.9 Financial Sustainability and Risk

The Strategic Asset Reserve will:

- Support long-term financial sustainability and the sustainability of Council's broader reserve portfolio,
- Ensure Council does not commit to projects before they are affordable,
- Consider known and anticipated whole-of-life costs and risks, based on the information available at the time of assessment.

6.10 Integration with Strategic Planning

Decisions will be informed by Council's integrated planning framework, including the:

- Council Plan
- Long-Term Financial Plan
- Asset Plans and Asset Management Strategy
- Strategic Property Plan
- Open Space Strategy
- Other relevant strategies

6.11 Relationship with other Reserves

Where land classified as public open space is sold, proceeds must be allocated to the Open Space Reserve in accordance with the Subdivision Act 1988 and cannot be transferred to the Strategic Asset Reserve.

The Strategic Asset Reserve may be used to supplement funding for open space development projects where:

- There is an adopted Open Space Strategy recommendation that includes a required general revenue contribution.
- The Strategic Asset Reserve is used to support Council's required co-contribution to deliver the project.
- The combined funding approach supports delivery of a strategic or enhanced community outcome.
- The allocation is approved by Council.
- The project responds to a high-priority current or future community need identified through Council's strategic planning, open space, service or infrastructure planning processes.

This reflects the role of the Strategic Asset Reserve in enabling delivery of strategically prioritised projects where statutory reserves alone are insufficient to meet total project costs.

7. ROLES AND RESPONSIBILITIES

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Roles	Responsibilities
Council	Approves inflows, allocations and the Policy
Executive team	Provides strategic oversight and advice. Recommends strategic asset investment projects based on prioritisation and assessment outcomes.
Enterprise Program Management Office	Implement Policy and manage the Strategic Asset Reserve pipeline

8. LEGISLATIVE COMPLIANCE

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*. It also complies with:

- *Local Government Act 2020*
- *Subdivision Act 1988*
- *Planning and Environment Act 1987*

This Policy has been assessed under the *Gender Equality Act 2020 (Vic)*.

Gender equity considerations are embedded within the policy through prioritisation principles, including equity, accessibility and measurable community benefit. These principles support equitable access to infrastructure and services for all community members, including women and girls.

9. ASSOCIATED COUNCIL DOCUMENT

- Financial Sustainability Strategy
- Community Infrastructure Plan
- Strategic Property Plan
- Strategic Asset Reserve Pipeline Procedure
- Financial Plan
- Asset Plan
- Asset Management Policy
- Open Space Strategy

10. EXTERNAL REFERENCE/RESOURCE

Local Government Best Practice Guidelines for the sale and exchange of land.



Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

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Sale of Council Land & Buildings

Date first adopted:	26 September 2023
Dates amended:	Not Applicable
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Position title of responsible business unit Manager:	Director Corporate Services
Approved by:	Council
Internal external or both:	Both

CONTENTS

1. TITLE.....3

2. OBJECTIVE.....3

3. DEFINITIONS AND ABBREVIATIONS.....3

4. POLICY.....4

5. HUMAN RIGHTS CHARTER COMPATIBILITY.....6

6. ASSOCIATED DOCUMENTS.....6

7. REFERENCES/RESOURCES6

1. SALE OF COUNCIL LAND AND BUILDINGS

2. OBJECTIVE

Glen Eira City Council holds a wide range of property assets (land and buildings) that allow it to deliver services and public amenity to its residents. Council's starting premise is that it will not dispose of land or buildings unless these assets have either ceased to have any meaningful community value and the sale will assist Council to move from a low performing asset in terms of community value to an asset with a higher community outcome.

The objective of this policy is to:

- define a consistent, equitable and transparent process for identifying and proceeding with the disposal or sale of Council owned land or buildings;
- strategically manage Council's property portfolio for the long-term best interests of Council's community;
- endorse the approach that the proceeds from any sale of Council land or buildings should be directly used in the acquisition of new assets or the enhancement of existing assets; and that asset sale proceeds may not be utilised for recurrent / operational purposes; and
- establish guidelines for the application of proceeds for the various classes of major assets.

3. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
<i>Carrying value</i>	The asset carrying value (also known as written down value) is the asset value (cost or fair value) less any accumulated depreciation and accumulated impairment loss.
<i>Council</i>	City of Glen Eira
<i>Council-owned land or buildings</i>	Includes vacant land or Council owned buildings.
<i>Open space planning, development and improvements reserve</i>	Is a reserve set aside for any funds received from the sale of public open space which includes any land set aside in a plan or land in a plan zoned or reserved under a planning scheme for public recreation or public resort; or as parklands; or for similar purposes as defined in the <i>Subdivision Act 1988</i> .
<i>Strategic Asset Development Reserve</i>	Is a reserve to be established for the net sale proceeds of any Council owned land or buildings to be transferred to pending consideration by Council of the application of these funds.

4. POLICY

Under the LGA, Council is able to acquire, hold, deal with or dispose of property (including land) for the purposes of performing its function and exercising its powers.

This policy operates in conjunction with Glen Eira City Council's *Property Strategy 2021*. It should be noted that this policy does not apply to the disposal of roads and reserves under the *Council's Roads and Reserves Discontinuance Policy*.

The principles outlined in that Strategy are as follows:

- Council will prioritise the provision of essential facilities at a standard that meets (but not exceeds) community needs based on established standards, data and community consultation.
- Council will prioritise acquisitions and disposals in accordance with its Property Strategy.
- Funds generated through disposal will be allocated to the acquisition of new assets or the enhancement of existing assets and not to general operating revenue.
- Council will maintain our facilities to a standard that meets, at a minimum, our statutory and legislative requirements.

The Property Strategy notes that all Council property will be periodically evaluated using an assessment and decision-making framework. Where assets are identified as being low performing, they will be further assessed as to whether they could be repurposed for Council use, and where land is determined as being potentially surplus to the Council's requirements, it will be considered for disposal.

In identifying any potential surplus Council owned property assets, a report shall be presented to Council providing all relevant information regarding the asset identified for potential sale including environmental and planning issues and shall include a proposed process for undertaking both consultative and/or statutory processes under the *Local Government Act 2020*, including provisions for Council to hear submissions from the community related to the proposed sale.

The report will further highlight whether a stronger community outcome can be achieved through the disposal of property assets.

Sale Process and Community Engagement

All sales, exchanges and transfers of land or buildings are required to comply with the provisions of the *Local Government Act 2020* (LGA 2020). Sales are to be conducted through a public process (i.e., public auction, public tender or by registration of expressions of interest) unless circumstances exist that justify an alternative method of sale (for example the sale or exchange of land by private treaty).

Section 116 of the LGA 2020 states that Council can transfer, exchange or lease any land with or without consideration to the Crown, a Minister, any public body, trustees appointed under any Act to be held on trust for public or municipal purposes or a public hospital within the meaning of the *Health Services Act 1988* or other not-for-profit hospital.

Where section 116 is not applicable, section 114 of the LGA 2020 requires Council to:

- At least 4 weeks prior to selling or exchanging the land, publish notice of intention to do so on the Council's internet site and in any other manner prescribed by the regulations.
- Undertake a community engagement process in accordance with its community engagement policy; and
- Obtain a valuation of the land which is not more than 6 months prior to the sale or exchange, by an appropriately qualified person as per section 13DA(2) of the *Valuation of Land Act 1960*.

The intent of the legislative requirements is to ensure that Council:

- consults with the community on any proposal to sell or exchange land; and
- provides the community with the opportunity to have their views heard; and
- obtains a current valuation for the land that is proposed for sale or exchange.

Community consultation will further be in accordance with the Council's *Community Engagement Policy*.

Ideally all sales and exchanges of land should occur at not less than the market value assessed by Council's contract valuer.

Land or buildings will not be sold for less than the market value, unless there are some alternate community benefits derived by the sale of the land. Any proposal to sell the land at a reduced sale price must be reported to the Council for consideration, providing commentary on the alternate benefits derived by a sale at a reduced sale price.

The purchase price may be set at a lower amount, if it is considered that the benefits accruing to the community would not be reasonably obtained unless a lower price is charged. In this instance a resolution of the Council to sell, transfer or exchange land at less than its market value is required.

Open Space Land

In addition to the requirements under the LGA 2020, Council is required to comply with section 20 of the *Subdivision Act 1988* when selling public open space.

Application of Sale Proceeds

Asset Type	Application of Sale Proceeds
Council-owned Land or Buildings	To be transferred to the Strategic Asset Development Reserve for Council consideration for allocation to future new asset creation / or major asset refurbishment. The Policy highlights that any proceeds from a sale will be used to purchase other land or land and buildings. Where Council purchases priority land acquisition projects using debt funding, future asset sales linked to this acquisition may be used to retire this debt. Priority will be given to establishing/ acquiring assets that deliver on Tier 1 Council strategic directions. The proceeds transferred to Reserve will be net of all expenditure including advertising, agent's fees, legal costs and other sale costs.
Public Open Space Council-owned Land	Where the land is Public Open Space, the proceeds are required to be used in accordance with the Subdivision and Planning Environment Acts and must be allocated to Council's Open Space Planning and Development Reserve. Section 20 of the <i>Subdivision Act 1988</i> requires that the proceeds from the sale of public open space land be used to: • buy land for use for public recreation or public resort, as parklands or for similar purposes; or • improve land already set aside, zoned or reserved (by the council, the Crown, a planning scheme or otherwise) for use for public recreation or public resort, as parklands or for similar purposes; or • with the approval of the Minister administering the LG Act, improve land (whether set aside on a plan or not) used for public recreation or public resort, as parklands or for similar purposes.

Allocation of asset sale proceeds to an appropriate capital project can only occur via either an Annual Budget process or Mid-Year Budget process where the highest and best use of funds can be determined in reference to all potential capital projects. Any allocation of Reserve funds must be by Council resolution.

Proceeds from the sale of assets must be received by Council prior to the expenditure allocation being determined.

5. HUMAN RIGHTS CHARTER COMPATIBILITY

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic).

6. ASSOCIATED INTERNAL DOCUMENTS

- *Property Strategy 2021*
- *Road and Reserves Discontinuance and Sale Policy*
- *Community Engagement Policy*

7. EXTERNAL REFERENCES/RESOURCES

- *Local Government Act 2020*
- *Subdivision Act 1988*

10.3 SPORTSGROUND AND ASSOCIATED FACILITIES ALLOCATION POLICY

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Trim No: 26/1119489

Attachments: 1. [Sportsground and Associated Facilities Allocation Policy](#) [↓](#)
2. [Sportsground, Pavilion & Associated Infrastructure User Guide](#) [↓](#)
3. [Fairer access to sportsgrounds - Engagement report](#) [↓](#)

EXECUTIVE SUMMARY

Council manages an extensive network of sporting grounds, pavilions and associated infrastructure that play a vital role in supporting community sport, active recreation and broader wellbeing outcomes across Glen Eira. These facilities represent a significant community asset and require a clear, consistent and contemporary framework to guide their allocation, use and long-term management.

The Sportsground and Associated Facilities Allocation Policy (Policy) has been developed in response to growing demand for sporting facilities, changing participation patterns and community expectations around fairness, transparency, inclusion and sustainability. The policy replaces earlier arrangements that were largely based on historical tenure and flat-fee charging and establishes a principles-based framework to guide seasonal allocation decisions in a more equitable, transparent and data-informed manner.

The Policy is supported by a key operational document: the Sportsground, Pavilion and Associated Infrastructure User Guide, which provides detailed guidance on allocation processes, facility classifications, responsibilities and compliance requirements. This document aims to improve clarity for sporting clubs, support consistent decision-making by Council officers, and strengthen the sustainable management of Council's sporting infrastructure.

The Policy and User Guide seek to balance the needs of organised sport with broader community access, including informal and passive recreation, while prioritising equitable access for women and girls, juniors, people with disabilities and culturally diverse communities. It also supports improved asset management outcomes by ensuring allocations consider facility capacity, condition, recovery requirements and environmental factors.

The revised approach to fees and charges introduces a clearer and more transparent relationship between facility use and cost, replacing historical flat-fee arrangements with an evidence-based methodology aligned to facility classification, level of access and service provision.

The implementation of the Policy includes a proposed target cost recovery of approximately 15 per cent of the full cost of providing and maintaining sporting infrastructure. This represents the base rate for community sporting clubs, with the remaining cost subsidised by Council in recognition of the significant health, social and community benefits delivered.

The model also introduces a tiered charging framework, enabling Council to differentiate between not-for-profit community sporting clubs, higher-level or semi-professional users, and commercial activities such as private coaching providers. This ensures fees more accurately reflect community benefit, commercial activity and impact on Council managed facilities.

RECOMMENDATION

That Council:

1. Adopts the Sportsground and Associated Facilities Allocation Policy, as shown in Attachment 1, as Council's principles-based framework for the seasonal allocation and use of Council sporting grounds, pavilions and associated infrastructure.
2. Adopts the Sportsground, Pavilion and Associated Infrastructure User Guide, as shown in Attachment 2, which provides detailed operational guidance on allocation processes, facility classifications, responsibilities, and compliance requirements.

BACKGROUND

Council manages an extensive network of sporting grounds, pavilions and associated infrastructure that support a wide range of community sport and active recreation activities across Glen Eira. These facilities represent a significant community investment and play an important role in supporting physical activity, social connection, community wellbeing and participation in organised sport.

Demand for access to sporting facilities continues to evolve, driven by changing participation patterns, growth in female participation, increased expectations around equitable access, and competing demands for the use of public open space. At the same time, Council must balance the needs of sporting clubs with broader community use, while ensuring facilities are used sustainably and maintained within their capacity. Community feedback and Council's experience administering the existing allocation framework also identified a need for greater transparency, consistency and clarity in how allocation decisions are made.

Feedback received through stakeholder engagement highlighted concerns regarding the transparency of allocation decisions, perceptions that historical use can limit opportunities for emerging clubs and new participants, uncertainty regarding priority access arrangements, and a desire for clearer criteria to inform decision-making. Stakeholder feedback consistently identified a need for greater transparency in allocation decisions, clearer expectations for clubs, more equitable access arrangements, and improved communication regarding facility management and seasonal allocations. Clubs also sought greater clarity regarding compliance requirements, fees and charges, facility standards, club responsibilities and how Council manages competing requests for access to sporting infrastructure.

Community feedback also highlighted the importance of ensuring allocation processes support changing participation trends, particularly increasing participation by women and girls, junior sport and more diverse community groups. Clubs expressed a desire for a framework that provides greater certainty and consistency while remaining flexible enough to respond to changing community needs and participation demands. Early and ongoing communication, adequate transition arrangements and clear operational guidance were also identified as important considerations for successful implementation of any revised framework.

At the same time, Council must ensure that sporting facilities are managed sustainably. High levels of use can place significant pressure on sportsgrounds, pavilions and associated infrastructure, particularly during peak sporting seasons. Council has a responsibility to ensure facilities remain safe, fit-for-purpose and available for future generations, while also balancing the needs of organised sport with broader community access and informal recreation. The allocation framework therefore needs to consider factors such as facility capacity, utilisation, maintenance requirements, asset condition and long-term sustainability.

In response to these challenges, Council has reviewed its existing allocation arrangements and developed a new Sportsground and Associated Facilities Allocation Policy to ensure Council's approach remains contemporary, fit-for-purpose and aligned with current legislative, policy and community expectations. The Sportsground and Associated Facilities Allocation Policy replaces earlier arrangements and establishes the principles, objectives and decision-making approach that guide the allocation of sporting facilities. It is supported by the Sportsground, Pavilion and Associated Infrastructure User Guide, which provides detailed operational guidance relating to allocation processes, facility classifications, club responsibilities, compliance requirements, fees and charges, and facility management arrangements.

Together, the Policy and User Guide aim to provide greater clarity for sporting clubs, support fair and evidence-based allocation decisions, improve transparency and consistency in Council's decision-making processes, and promote the sustainable management of community sporting infrastructure while supporting participation in sport and active recreation across Glen Eira.

ISSUES AND DISCUSSION

Growing Demand for Sporting Facilities

Council's sporting facilities are heavily utilised throughout the year by community sporting clubs, schools and other organisations, with multiple user groups often relying on the same reserves for training, competition and club activities. In addition, Council's open space network supports informal and unstructured community use, creating increasing pressure to balance organised sport with broader community access.

As participation patterns continue to evolve and demand for access increases, Council requires a contemporary Policy and supporting User Guide to guide allocation decisions and ensure community sporting infrastructure is managed fairly, consistently and sustainably.

Supporting Fair and Transparent Allocation Decisions

A key objective of the Sportsground and Associated Facilities Allocation Policy is to improve fairness, transparency and predictability in allocation outcomes.

Historically, access to sporting facilities has often been influenced by tenure and longstanding arrangements. While these arrangements have provided stability for many clubs, they can create uncertainty regarding how competing requests are assessed and how allocation decisions are made. The Policy establishes a structured and transparent allocation approach supported by clear assessment criteria, including fairness and equitable access, community benefit, gender equity and inclusive participation, local priority, compliance history and demonstrated facility need.

To support consistent decision-making, the Policy also introduces a clearly defined priority-of-use hierarchy. This hierarchy recognises the importance of community sport while ensuring facilities remain available for broader community use where capacity and ground conditions permit. Priority is given to Council-endorsed major events, in-season competition matches, in-season training, school competition use during school hours, pre-season activities, and then casual and informal community use.

Managing Facilities Sustainably

Council's sporting grounds, pavilions and associated infrastructure represent a significant community investment and require careful management to remain safe, functional and fit for purpose.

High levels of use, particularly during winter sporting seasons, place considerable pressure on playing surfaces and supporting infrastructure. In addition to organised sport, facilities are also used by the broader community for informal recreation, increasing wear and demand on Council assets.

The Policy supports sustainable facility management by requiring allocation decisions to consider facility capacity, asset condition, maintenance and recovery requirements, infrastructure constraints and environmental factors such as weather impacts. Operationally, this is supported through regular facility assessments and Council's ability to restrict use or close facilities where necessary to manage risk and protect asset quality.

Supporting Equitable Access and Cost Recovery

Increasing demand from a broader range of users, including regional and higher-level sporting organisations and privately operated programs, has highlighted the need for a more contemporary approach to fees and charges.

The Policy is supported by a tiered charging model that enables Council to better differentiate between community-based, not-for-profit use and activities that are commercial in nature or place additional demand on Council facilities. This approach promotes greater transparency and equity while supporting appropriate cost recovery and protecting access for community sporting clubs.

Improving Operational Clarity

The Sportsground, Pavilion and Associated Infrastructure User Guide complements the Policy by providing detailed operational guidance for clubs and facility users.

The User Guide outlines practical requirements relating to seasonal allocations, tenancy arrangements, access conditions, facility classifications, compliance obligations, insurance requirements and user responsibilities. Separating operational matters from the Policy allows Council to maintain a clear strategic document while providing flexibility to update administrative and operational processes over time in response to changing needs and utilisation patterns.

Policy Refinements Following Consultation and Councillor Feedback

The draft Policy and User Guide were refined following community consultation, targeted stakeholder engagement and Councillor feedback. Feedback received through the engagement process reinforced the importance of transparent allocation decision-making, equitable access to facilities, clear expectations for clubs, affordable and understandable fees, and stronger alignment between facility use and charges.

In response, a range of refinements were incorporated into the final Policy and User Guide. These included improvements to allocation principles and assessment criteria, clarification of club responsibilities and compliance requirements, refinement of the facility classification and charging methodology, and strengthened operational guidance relating to facility use, allocation processes and tenancy management.

Additional changes were made following Councillor review to strengthen alignment with broader Council policy objectives. This included stronger integration with Council's Reducing Harm from Gambling Policy, expanded guidance regarding gambling-related sponsorship, promotion and club activities, and clearer compliance requirements that assist Council in managing risk and supporting safe and inclusive sporting environments.

The final Policy and User Guide also strengthen alignment with Council's Pricing Policy through the introduction of a tiered charging approach that better differentiates between community-based, not-for-profit activities and activities that are commercial in nature or place additional demand on Council facilities. This provides a more transparent and equitable basis for fees and charges while maintaining Council's significant subsidy of community sport.

Collectively, these refinements have strengthened the Policy and User Guide by improving consistency with Council policy settings, enhancing transparency and defensibility in decision-making, and supporting fair, inclusive and sustainable access to community sporting infrastructure.

Feedback Theme	Change Made
Transparency of allocation decisions	Strengthened allocation principles, assessment criteria and decision-making guidance.
Equitable access and participation	Enhanced references to gender equity, inclusion and community benefit within allocation criteria.
Fees and charges	Introduced a tiered charging model and strengthened alignment with Council's Pricing Policy.
Club responsibilities and compliance	Expanded guidance relating to governance, compliance obligations and facility use requirements.
Gambling harm minimisation	Strengthened references to Council's Reducing Harm from Gambling Policy and introduced clearer expectations regarding gambling-related sponsorship, promotion and club practices.
Enforcement and accountability	Clarified that compliance with Council policies forms part of ongoing tenancy and eligibility considerations.

Policy Outcomes

Together, the Policy and User Guide establish a contemporary and transparent approach to the allocation and management of Council sporting facilities. They are intended to:

- Improve transparency and consistency in allocation decisions.
- Support equitable access to community sporting infrastructure.
- Provide greater certainty and clarity for sporting clubs and facility users.
- Support sustainable management of Council assets.
- Ensure sporting facilities continue to meet the needs of current and future users.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The Policy supports Council's Climate Emergency Response Strategy by promoting the sustainable and efficient use of Council-managed sporting infrastructure. By establishing a clear framework for allocation, the policy helps manage the intensity and frequency of use across Council's sportsgrounds, reducing the risk of overuse and associated environmental impacts on natural turf surfaces.

The Policy and accompanying User Guide support climate resilience outcomes by encouraging shared use of facilities, allowing for appropriate recovery periods, and ensuring allocation decisions take into account ground condition, capacity and environmental factors such as weather impacts. This approach assists Council in protecting turf quality, reducing the need for reactive maintenance, and supporting more efficient use of water, energy and other resources associated with sportsground management.

In addition, the policy framework supports Council's broader objectives to balance organised sport with informal and passive recreation, helping to protect open space values while maintaining community access in a changing climate.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Council remains committed to providing significant subsidisation of community sporting facilities in recognition of the health, social and community benefits delivered by local sporting clubs. The Sportsground and Associated Facilities Allocation Policy supports this commitment by establishing a fair, transparent and sustainable approach to fees and charges, while ensuring community sport remains affordable and accessible.

Council's sporting grounds, pavilions and associated infrastructure represent a significant community asset and an ongoing financial commitment. Current annual maintenance costs are estimated at approximately \$1.9 million for sportsgrounds and \$860,000 for pavilions, inclusive of staffing, materials, contractor services and associated operational costs.

Under the existing fee structure, Council recovers approximately \$220,000 per annum from sporting clubs across both summer and winter seasons, equating to around 8 per cent cost recovery of maintaining and providing these facilities. This means Council currently subsidises approximately 92 per cent of the total cost of providing sportsgrounds and pavilions for community use.

Fees are largely based on historical charging arrangements, and are applied as lump sums, and are not aligned to hours of use, facility condition or maintenance costs. Utility charges are also invoiced separately, which has contributed to inconsistency, administrative complexity and ongoing concerns by clubs.

The Policy is supported by a revised fee model that seeks to improve, equity, transparency and alignment between facility use and fees while continuing to provide a substantial Council subsidy towards community sport.

The revised fee model has been developed in accordance with Council's Pricing Policy and its principles of equity, transparency and financial sustainability. This ensures that fees and charges are applied consistently across Council services and that the level of cost recovery reflects both community benefit and the ongoing costs associated with maintaining and operating sporting infrastructure.

The proposed approach is based on a target cost recovery of approximately 15 per cent of the full cost of providing and maintaining sporting infrastructure, with the remaining cost subsidised by Council in recognition of the health, social and community benefits delivered by local sporting clubs.

The 15 per cent cost recovery target establishes a clear and deliberate position that balances affordability for community sporting clubs with the need to improve financial sustainability and ensure a more equitable contribution to the ongoing cost of maintaining Council's sporting infrastructure.

Under the proposed model:

- Sportsgrounds are classified into three categories (A, B and C), with hourly rates derived from annual maintenance costs and total bookable hours.
- Pavilions are also classified into three categories. This approach ensures a consistent and equitable charging methodology regardless of building age or energy efficiency.

The revised fee model also incorporates a tiered charging approach, whereby the base cost recovery rate applies to not-for-profit community sporting clubs, while higher rates or additional charges may be applied to activities that are commercial in nature, generate private benefit or have a greater impact on facility capacity and availability.

This approach ensures that Council's subsidy is appropriately targeted towards community participation outcomes, while reducing the extent to which commercial or higher-capacity users are supported through public funding.

Importantly, the revised approach introduces a clearer relationship between use and cost, providing clubs with greater control over their fees by allowing reductions through fewer allocated hours. Pavilion charges remain fixed, reflecting the underlying cost of maintaining and servicing these assets regardless of intensity of use.

Benchmarking against comparable metropolitan councils indicates that a 15 per cent cost recovery model positions Glen Eira within the lower to mid-range of the sector, reflecting Council's continued commitment to substantially subsidising community sporting participation. This approach supports affordability for community sporting clubs while improving Council's ability to sustainably manage and maintain its sporting assets over time.

From an asset management perspective, the Policy and User Guide strengthen Council's ability to manage facility condition, capacity and lifecycle performance by ensuring allocation decisions consider:

- Ground carrying capacity and recovery periods
- Facility condition and infrastructure limitations
- Seasonal and environmental factors
- Shared use arrangements across multiple users

This reduces the risk of overuse, premature asset degradation and unplanned maintenance expenditure.

From a risk management perspective, the Sportsground and Associated Facilities Allocation Policy and supporting User Guide act as key controls and treatments for both Strategic Risk SR-35 (Council infrastructure assets are not adequately maintained or managed over their lifecycle) and Operational Risk OR-161 (Conflicts with clubs due to competing seasonal and peak-time demands for sport and recreation facilities). By establishing clear allocation principles, transparent decision-making criteria, facility capacity assessments, recovery requirements, compliance obligations, user responsibilities and defined access arrangements, the framework supports the sustainable management of Council's sporting infrastructure and helps protect asset condition and service life. The Policy also provides a fair, transparent and evidence-based approach to managing competing demands for facilities, reducing the likelihood of disputes, perceived inequity and conflict between user groups. Collectively, these measures strengthen Council's ability to manage operational,

asset, financial and reputational risks, while providing a defensible basis for allocation, compliance and enforcement decisions

Resource implications associated with implementation are largely contained within existing operational arrangements. The policy will be delivered through established seasonal allocation processes, inspections, compliance monitoring and asset management practices, with no additional staffing resources required at this stage

POLICY AND LEGISLATIVE IMPLICATIONS

The Policy aligns with Council's broader strategic framework, including the Council Plan and climate objectives, and supports fair, transparent and equitable access to community sporting infrastructure. It also gives effect to Council's legislative and policy obligations, including its responsibilities under the Gender Equality Act 2020, by promoting equitable access and inclusive participation in community sport.

A *Gender Impact Assessment* was completed on the Sportsground and Facilities Allocation Policy and related operational documents to understand how it affects people of different genders and whether it supports equitable access to community sport.

The assessment examined how current and proposed allocation practices shape access to facilities, including the impact of legacy arrangements, decision-making processes, facility quality and fees. It also looked at how gender intersects with other factors such as disability, cultural background and socioeconomic status. The analysis drew on internal policy documents, demographic data, external research including Fair Access guidance, and local stakeholder engagement with clubs and community members.

The findings show that the Policy and its supporting operational documents contain strong, built-in mechanisms to support gender equity, including clear principles, weighted assessment criteria and compliance requirements. However, inequities can persist in practice due to historic allocation patterns, high demand and limitations in existing infrastructure. Facility quality and amenity remain critical to enabling participation, particularly for women and girls. Participation by women and girls continues to grow, placing increasing importance on ensuring allocation practices and infrastructure investment support equitable access outcomes.

The Policy also supports Council's Risk Management Framework by providing a clear, transparent and consistent basis for sporting facility allocation, management and use. Council's Risk Management Framework identifies the importance of managing risks that may impact strategic objectives, infrastructure performance and service delivery outcomes.

The Policy contributes to the management of Strategic Risk SR-35 (Council infrastructure assets are not adequately maintained or managed over their lifecycle) by ensuring allocation decisions consider facility condition, carrying capacity, maintenance requirements, recovery periods and infrastructure limitations. These measures help reduce the risk of overuse, accelerated asset deterioration, increased maintenance costs and reduced service life of sporting infrastructure.

The Policy also contributes to management of Strategic Risk SR-33 (Council's strategic priorities and commitments are not achieved) by establishing a transparent and evidence-based approach to facility allocation that supports Council's objectives relating to community participation, inclusion, gender equity and sustainable asset management.

From a governance and compliance perspective, the Policy strengthens Council's ability to make fair, transparent and defensible allocation decisions. Clear assessment criteria, documented decision-making processes and defined user responsibilities reduce the risk of disputes, inconsistent decision-making, perceived inequity, and reputational impacts associated with facility allocation and use.

The User Guide outlines key compliance requirements for clubs in relation to governance and regulatory matters, including insurance and other applicable obligations that sit alongside seasonal allocations and facility use conditions.

Together, the Policy and User Guide provide a governance framework that strengthens Council's ability to manage strategic, operational, financial and reputational risks associated with the allocation and use of sporting facilities, while supporting achievement of Council's legislative, equity and community participation objectives.

COMMUNICATION AND ENGAGEMENT

Targeted engagement

Targeted stakeholder engagement included two facilitated workshops with sporting clubs, an online survey, and an online anonymous Menti (comment box) activity to inform development of the Sportsground and Associated Facilities Allocation Policy.

Engagement with sporting clubs was undertaken at the 'Involve' level of the Engagement Institute (formerly IAP2) Spectrum of Public Participation.

A total of 87 representatives from more than 28 clubs participated in the workshops, and 19 clubs submitted a survey. Participating clubs represented cricket, football, association football, netball, athletics, baseball, and cycling.

The workshops were held on the evenings of Wednesday 4 and Thursday 5 February 2026, followed by an online Menti (comment box) activity that collected anonymous feedback from 4 to 11 February 2026. Sports clubs were also invited to complete an online survey from 10 February to 2 March 2026.

Overall, the feedback showed:

- strong support for principles that prioritise fairness, inclusive access, demonstrated need, efficient use of limited space, and protection of ground condition
- a need for improvements to facilities, gender equity, access and clear enforcement to prevent unauthorised or unused bookings
- the importance of transparency, affordability, the community role of clubs and aligning fees with actual usage or service levels.

This feedback directly informed the drafting of a revised policy that aims to deliver fair, transparent and sustainable sportsground allocation that directly responds to current and emerging club needs.

Broad engagement

The broad community engagement and communications campaign ran for one month from 15 April to 13 May 2026. It presented the draft policy to clubs and the broader community and asked for feedback on the objectives and principles. It included:

- An online survey
- Social map for location-based comments
- Email, letter, and phone submissions.

A broad communications campaign titled "Fairer access to sportsgrounds" reached sportsground users and the broader community through *Glen Eira News*, pop-ups, newsletters, social media, targeted promotions, signage, and local radio.

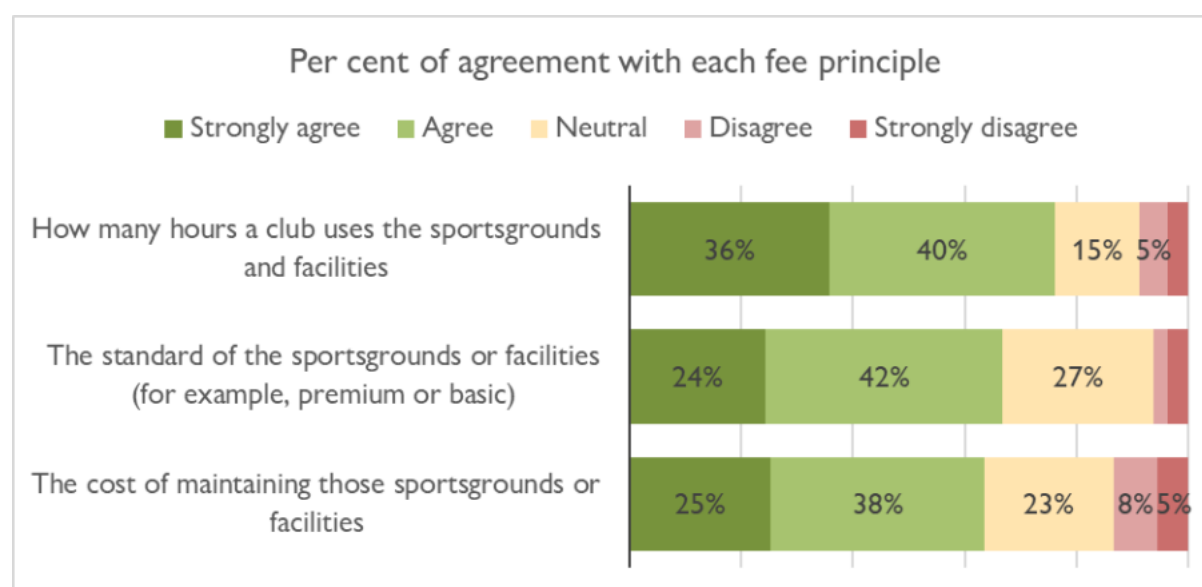
The engagement reached more than 1,200 views on Have Your Say, key documents were downloaded 245 times, and 269 submissions were received across the survey, social

mapping activity, and emails. Four pop up sessions at local events and sports areas engaged more than 280 community members.

What we heard

Overall, community feedback demonstrated strong and consistent support for the draft policy's objectives, allocation principles, and fee principles.

- All policy objectives received strong support, with at least 74 per cent of survey participants in favour of each objective.
- All allocation principles were similarly well supported, each attracting at least 74 per cent support from participants.
- The fee principles were supported by a clear majority, with at least 63 per cent of participants in favour.
- The factors to help determine the fees for sports clubs were well supported, with the most support for 'how many hours a club uses the sportsgrounds and facilities' at 76 per cent strongly agree or agree.



Most participants rated their experience with using local sportsgrounds as:

- mostly positive (51 per cent)
- very positive (23 per cent)
- neutral (18 per cent)
- mostly negative (8 per cent).

Analysis of the survey's open-ended responses identified a number of consistent themes and challenges, summarised below:

- support organised sport participation and viability
- prioritise access for casual users, dog walkers and families
- prioritise local clubs and community access over non-local or commercial users
- improve transparency and communication about bookings, decisions and availability
- manage the growing impacts on limited space and infrastructure

- invest in improved infrastructure, maintenance and facilities to meet demand
- reduce conflict between different user groups, most notably organised sport and dog owners.

Who we heard from

Survey participants reflect Glen Eira's diversity, with representation across age, gender, suburb, identity groups, and sports.

- The most used parks were Lord Reserve in Carnegie (26 per cent), Caulfield Park (18 per cent), Duncan Mackinnon Reserve (16 per cent), and Princes Park in Caulfield South (13 per cent).
- The most played sports were football (30 per cent), association football (27 per cent), cricket (23 per cent), and tennis (11 per cent).
- The most represented age range was from 35 years to 54 years (58 per cent).
- Women were the most represented gender (53 per cent), followed by men (44 per cent).
- Most participants lived in Carnegie (23 per cent), Bentleigh East (21 per cent), Murrumbeena (12 per cent), and Bentleigh (11 per cent).

LINK TO COUNCIL PLAN

Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing
Our community has improved physical and mental health and wellbeing

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The Sportsground and Associated Facilities Allocation Policy replaces fragmented and historically driven allocation practices with a contemporary, principles-based and transparent framework for managing access to sporting grounds, pavilions and associated infrastructure. Supported by the Sportsground, Pavilion and Associated Infrastructure User Guide, the framework strengthens consistency in seasonal allocation decisions, better reflects contemporary expectations around fairness and inclusion, and supports sustainable management of heavily used community assets by embedding capacity, condition and recovery considerations into allocation settings.

In addition, the Policy is supported by a revised and more transparent approach to fees and charges, including a tiered charging framework that reflects differing levels of community benefit, commercial activity and impact on Council-managed facilities. Together, these changes improve fairness, transparency and financial sustainability while maintaining Council's strong commitment to supporting community sport.



GLEN EIRA
CITY COUNCIL

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

GLEN EIRA CITY COUNCIL SPORTSGROUND & ASSOCIATED FACILITIES ALLOCATION POLICY

Date first adopted:

Date last amended: [Click or tap here to enter text.](#)

Next review date: 2030

Policy Owner: Manager Parks Services

Approved by: Council

Policy Category: Category 2 Policy – Discretionary Policy that requires Council approval

Contents

1.	TITLE.....	3
2.	OBJECTIVES.....	3
3.	BACKGROUND.....	4
4.	SCOPE.....	4
5.	POLICY STATEMENT.....	5
6.	DEFINITIONS.....	5
7.	POLICY	6
7.1	Allocation of Council Managed Facilities to Community Sports Clubs.....	6
7.1.1	Principle 1: Fairness.....	6
7.1.2	Principle 2: Community Benefit.....	7
7.1.3	Principle 3: Gender Equity.....	7
7.1.4	Principle 4: Local Priority.....	7
7.1.5	Principle 5: Continuing Allocation	8
7.1.6	Principle 6: Sustainable Facility Management.....	8
7.2	Allocations.....	9
7.2.1	Allocation Process.....	10
7.3	Pre-Season.....	11
7.4	Fees and Charges.....	12
7.4.1	Charging Principles.....	13
7.4.2	Charging Methodology	14
8.	LEGISLATIVE COMPLIANCE	15
9.	ASSOCIATED COUNCIL DOCUMENT.....	15
10.	EXTERNAL REFERENCE/RESOURCE.....	15

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1. TITLE

Sportsground & Associated Facilities Allocation Policy

2. OBJECTIVES

The objectives of this policy are to:

- **Support participation in community sport** by managing and allocating Council's network of sporting grounds, pavilions and associated infrastructure in a way that promotes access to organised sport and active recreation.
- **Promote balanced and sustainable access to Council's sporting infrastructure** by recognising the equal importance of organised sport and broader community use, and supporting the use of sporting grounds, pavilions and associated facilities for both structured sporting activities and informal community recreation where appropriate.
- **Ensure fair and equitable allocation** of sporting grounds and pavilions through clear, consistent and transparent processes for seasonal use.
- **Encourage inclusive participation** by supporting access to sport for a diverse cross-section of the community, including women and girls, juniors, veterans, people with disabilities, LGBTIQA+ communities and culturally and linguistically diverse communities.
- **Promote shared and responsible use of facilities** by clearly defining the roles and responsibilities of Council, sporting clubs and other users in the management, maintenance and use of sporting grounds, pavilions and associated infrastructure.
- **Support the sustainable use of Council infrastructure** by encouraging shared use of facilities while balancing the needs of organised sport with other uses of open space such as passive recreation, social activities and maintenance requirements.
- **Support sustainable facility management** by ensuring allocations consider the condition, capacity and maintenance requirements of sporting grounds and pavilions.
- **Maintain a fair and transparent fees and charges framework** that reflects the standard of facilities and the maintenance requirements associated with different sporting codes and levels of competition.
- **Promote safe, healthy and socially responsible sporting environments** by

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supporting clubs that demonstrate positive governance practices and contribute to Council's health and wellbeing priorities through preventing and reducing harm associated with activities such as alcohol consumption, gambling and other behaviours that may negatively impact health, wellbeing, inclusion and participation, in accordance with Council's Reducing Harm from Gambling Policy.

3. BACKGROUND

The City of Glen Eira recognises the important role that sport and active recreation play in supporting healthy, connected and inclusive communities. Participation in local sport contributes to the physical and mental wellbeing of residents, strengthens social connections and provides opportunities for people of all ages and abilities to be active.

Council supports the local sporting community through the provision, maintenance and management of sporting grounds, pavilions and associated infrastructure. To maximise the value of these community assets, facilities are managed to encourage shared and multipurpose use wherever possible, while ensuring they remain safe, functional and sustainable for long-term community use.

This policy establishes the framework that guides the seasonal allocation and use of Council sporting facilities. It supports fair, transparent and consistent decision-making regarding access to sporting grounds, pavilions and associated infrastructure by sporting clubs and to provide a balance with broader community use.

The implementation of this policy is supported by the Sportsground, Pavilion and Associated Infrastructure User Guide, which provides detailed operational guidance on allocation processes, facility classifications, roles and responsibilities, and applicable fees and charges.

4. SCOPE

This policy applies to the allocation and use of Council-managed sportsgrounds, pavilions and associated sporting infrastructure within the City of Glen Eira. It governs seasonal allocations to community sports clubs and guides decision-making regarding access, use, fees and charges, and shared use of facilities.

The policy applies to all community sports clubs seeking seasonal licences, as well as Council officers responsible for assessing applications and managing allocated facilities. It is supported by an associated User Guide, which provides detailed operational and procedural information.

Where any inconsistency arises between this Policy, the Sportsground, Pavilion and Associated Infrastructure User Guide and Council's Pricing Policy, the Pricing Policy prevails. Fees and charges will be determined in accordance with the Pricing Policy and the adopted Schedule of Fees and Charges.

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5. POLICY STATEMENT

Glen Eira City Council is committed to supporting participation in community sport by ensuring the fair, transparent and equitable allocation of sportsgrounds, pavilions and associated facilities. Council will manage its sporting infrastructure to balance the needs of organised sport with broader community use, while ensuring facilities are used safely, inclusively and within their capacity.

In allocating sporting facilities, Council will be guided by principles of fairness, community benefit, gender equity, local priority, continuing allocation and sustainable facility management. Decisions will be made consistently and transparently, having regard to community outcomes, facility condition and capacity, and Council's strategic objectives.

Council recognises that community sporting clubs play an important role in community health, wellbeing, inclusion and participation, and in shaping social norms and behaviours. In allocating and managing access to Council sporting facilities, Council seeks to support clubs that foster safe, inclusive and family-friendly environments and that operate in a socially responsible manner. This includes consideration of how clubs manage risks associated with alcohol, gambling and other activities that may impact community wellbeing, particularly for children and young people consistent with Council's public health approach outlined in the Reducing Harm from Gambling Policy.

6. DEFINITIONS

Term	Meaning
Active Recreation	Physical activities that involve moderate to vigorous movement and may occur informally or socially, and which may utilise open space or basic recreational infrastructure but may not be part of organised sport. Examples include jogging, casual ball games, fitness training or informal group exercise.
Community sport	Organised sport, informal recreation and physical activity, where the emphasis is on participation and achieving health and wellbeing benefits
Community Sports Club	Any organised group, governed by an established committee, that provides sporting opportunities to the community. Referred to within this policy as "sports clubs"
Community use	Use of Council sporting grounds, pavilions and associated infrastructure by individuals, community groups or organisations for activities other than organised sport, including informal recreation, social gatherings, community programs or events, where such use is compatible with the capacity, condition and scheduled use of the facility.
Organised sport	Structured, competitive physical activity typically integrated with a State Sporting Association

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Term	Meaning
Passive Recreation	Unstructured leisure activities that have minimal physical intensity and do not require purpose-built sporting infrastructure, such as walking, picnicking, relaxing, socialising or enjoying open space.
Pre-season	The period prior to the 'sports season' where clubs undertake training utilising sportsgrounds and sports infrastructure
Seasonal licence	Agreement between Council and community sports clubs/groups that permits the use of specific Council managed sports facilities at designated times throughout the winter or summer sporting season.
Sports facilities	The purpose-built pavilions, surfaces or open space where sport occurs
Sports infrastructure	The permanent (e.g. sports ground) or semi-permanent (e.g. goal posts) physical structures that are required for organised sport, including training facilities such as cricket nets and turf cricket wickets
Sports season	Period within the year where sports competition occurs for a particular sport. There are typically two sports seasons each year, split into 'summer' (October to March) and 'winter' (April to September), with some sports occurring on an annual basis
Sportsgrounds	Any part of a park with infrastructure installed with the primary purpose to facilitate organised sport

7. POLICY

The principles below guide Council's decision-making when assessing applications for seasonal allocations and managing the ongoing use of sporting grounds and pavilions.

7.1 Allocation of Council Managed Facilities to Community Sports Clubs

7.1.1 Principle 1: Fairness

Fairness in the allocation of sporting grounds and pavilions ensures that access to Council-managed facilities is equitable, transparent and based on consistent criteria.

This includes:

- Providing equitable access to facilities for clubs and participants
- Addressing historical barriers or disadvantages where appropriate
- Applying clear, consistent and transparent allocation processes
- Recognising and supporting clubs that actively promote inclusive participation

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- Encouraging sporting environments that are welcoming and accessible for all members of the community

Council recognises that some clubs provide important participation opportunities and community connections for minority, cultural, faith-based and other under-represented communities. In applying this Policy, Council will have regard to the contribution these clubs make to inclusion, participation and community wellbeing, consistent with the *Equal Opportunity Act 2010 (Vic)*.

7.1.2 Principle 2: Community Benefit

Community benefit considers the extent to which a sporting club contributes positively to the broader community.

This may include:

- Providing opportunities for people of all ages, backgrounds and abilities to participate in sport
- Supporting inclusive programs and initiatives
- Encouraging participation pathways and community engagement
- Maximising the use of Council-managed facilities to benefit the wider community

Council will prioritise allocations that demonstrate strong community outcomes and support broad community access to sport and recreation.

In assessing community benefit, Council may consider the extent to which a club demonstrates responsible governance, inclusive practices and commitment to supporting community health and wellbeing outcomes, including compliance with relevant Council policies such as the Reducing Harm from Gambling Policy, particularly in relation to gambling-related activities, sponsorship and promotion.

7.1.3 Principle 3: Gender Equity

Gender equity focuses on ensuring women and girls have fair and equitable access to community sport and Council facilities.

This includes:

- Supporting equal access to high-quality sporting facilities
- Providing fair allocation of popular training and competition times
- Removing barriers that limit participation by women and girls
- Encouraging leadership and participation opportunities for women and girls in sport

This principle aligns with Council's commitment to advancing gender equity in community sport, as outlined in Council's Fair Access Policy.

7.1.4 Principle 4: Local Priority

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Local priority recognises the importance of supporting community-based sporting organisations within Glen Eira.

When allocating facilities, Council will prioritise:

- Clubs that are based within Glen Eira
- Clubs that predominantly service Glen Eira residents
- Activities that support participation by the local community

This approach helps ensure that Council-managed infrastructure primarily benefits the local community.

7.1.5 Principle 5: Continuing Allocation

Continuing allocation provides stability for clubs that have an existing seasonal licence to use a facility, where they continue to meet Council requirements.

Clubs may retain ongoing access to a facility where they:

- Demonstrate continued community benefit
- Comply with licence conditions and Council policies
- Maintain fair and reasonable fee structures
- Support Council priorities such as accessibility, inclusion and equitable participation

Council will periodically review continuing allocations to ensure facilities are used effectively and remain aligned with community needs and policy objectives.

7.1.6 Principle 6: Sustainable Facility Management

Sustainable facility management ensures that Council sporting grounds, pavilions and associated infrastructure are used within their capacity and maintained in a safe, functional and high-quality condition for long-term community use.

Council recognises that sporting facilities are shared community assets that require careful management to balance the needs of organised sport, passive recreation and ongoing maintenance requirements.

This includes:

- Managing the allocation and scheduling of facilities to ensure use remains within the capacity of sporting grounds and infrastructure.
- Protecting the condition and quality of playing surfaces through appropriate maintenance and usage controls.
- Supporting shared and efficient use of facilities across multiple sporting codes and user groups where appropriate.
- Considering the condition, carrying capacity and seasonal requirements of facilities when determining allocations.
- Minimising overuse and inappropriate use that may impact the safety, quality or longevity of sporting infrastructure.

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Through this approach, Council seeks to ensure that sporting facilities remain sustainable, accessible and fit for purpose for current and future users. Council will manage allocations to protect ground condition and long-term asset sustainability, recognising that overuse and inappropriate scheduling can undermine safety, participation and facility quality for all users.

Allocation decisions may be adjusted where necessary to respond to surface condition, recovery requirements or asset management needs.

7.2 Allocations

Council sporting grounds, pavilions and associated infrastructure are allocated to sporting clubs on a seasonal licence basis, one season at a time.

Seasonal allocations are made following an application process completed by community sporting clubs prior to the commencement of each season. Allocations are conditional on clubs meeting the eligibility requirements and complying with the User Guide.

Allocations are not transferable. Where a sporting club no longer requires use of an allocated facility, the allocation must be relinquished to Council for reallocation.

Seasonal allocations correspond with the following periods:

- Winter: 1 April – 30 September
- Summer: 1 October – 31 March

Standard operating hours for seasonal allocations are outlined below.

Ground Allocation

Day of the Week	Operating Hours
Monday to Thursday	4pm-9pm
Friday	4pm-9pm
Saturday	7am-9pm
Sunday	7am-9pm

Pavilion Allocation

Day of the Week	Operating Hours
Monday to Thursday	4pm-10pm
Friday	4pm-11pm
Saturday	7am-11pm
Sunday	7am-10pm

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Council may approve variations to these hours where appropriate.

Council will allocate sportsgrounds and associated facilities using a fair, transparent and evidence-based framework that is applied consistently across all clubs and seasons.

Allocation decisions will be informed by participation data, demonstrated community benefit, facility capacity and actual utilisation, rather than relying solely on historical arrangements.

Council acknowledges that confidence in the allocation system relies on clear decision-making, consistency over time and visible alignment between policy principles and allocation outcomes.

Council will manage allocations over time through the seasonal allocation and review process, having regard to evidence of actual use, participation demand and facility capacity.

Where under-utilisation or unmet demand is demonstrated across multiple seasons, Council may consider adjusting future allocations to better align access with participation needs, while maintaining stability for existing clubs.

Any changes to allocations will be made in accordance with Council's established allocation processes, informed by data, and communicated in advance of each season.

Council may prioritise or refuse allocations where a club's activities or practices are inconsistent with Council policies relating to harm prevention, including the Reducing Harm from Gambling Policy.

7.2.1 Allocation Process

Sporting clubs may apply to Council for a seasonal allocation of sporting grounds and associated facilities.

Clubs that currently hold a seasonal allocation may apply to retain their allocation for the following season. Council will assess all applications in accordance with the requirements of this policy and the associated User Guide.

To be eligible for a seasonal allocation, a sports club must:

- be a separate legal entity, such as an incorporated association, and operate on a not-for-profit basis
- demonstrate that it provides an inclusive and welcoming environment for the community
- provide evidence of public liability insurance that meets Council's requirements

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- provide Council with a financial statement and an annual report from the most recently completed financial year
- have no outstanding debt to Council, or be complying with a Council-approved repayment plan
- be affiliated with the relevant State Sporting Association where applicable.

Where two or more clubs apply for the same sportsground and Council officers are unable to facilitate a shared use arrangement, Council will assess the applications against the principles set out in this Policy and criteria outlined in the User Guide.

Priority allocation will be given to the club that demonstrates the greatest alignment with the assessment criteria and the greatest community benefit.

Council recognises the importance of a consistent home location for sporting clubs and the role it plays in supporting club identity, volunteer capacity, membership retention and community connection. Where possible, Council will take into account a club's historical association with a particular facility when assessing allocation applications, while also balancing broader community access, participation needs and the efficient use of sporting infrastructure.

From time to time, vacancies may arise within Council's sporting facility allocation system due to changes in club demand, participation levels or facility capacity.

Where a vacancy occurs, Council will assess the most appropriate use of the facility using available participation data, strategic planning documents, facility capacity information and identified gaps in local sport and recreation provision.

Council may invite requests for use from existing sporting clubs, new sporting clubs, or sporting clubs located outside Glen Eira where appropriate to ensure the facility is allocated in a manner that provides the greatest community benefit and aligns with Council's strategic objectives.

All clubs seeking an allocation must meet the eligibility requirements outlined in this section.

7.3 Pre-Season

Council manages the use of sporting grounds prior to the commencement of each sports season to ensure grounds are maintained in a safe, playable and sustainable condition.

Pre-season access may be made available to both winter and summer seasonal tenants to support training and preparation prior to the commencement of their respective competition seasons.

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Pre-season use will be limited and capped to ensure the sustainable management of sportsgrounds and to minimise impacts on turf condition and ground availability. Council officers will monitor and audit sportsground use during the pre-season period to ensure that use remains within acceptable limits and that ground conditions are protected.

Pre-season use must not impact the ability of current in-season tenants to conduct scheduled training or competition activities. Where conflicts arise, priority will be given to the club holding the current seasonal allocation for that facility.

Council may vary, restrict or cancel pre-season use where necessary to protect ground conditions, undertake maintenance works, or respond to weather conditions or other operational requirements.

Specific dates, conditions of use and applicable fees for pre-season access will be outlined in the User Guide, with all fees determined in accordance with Council's Pricing Policy and the adopted schedule of Fees and Charges.

7.4 Fees and Charges

Community sporting clubs are required to pay seasonal fees for the use of Council-managed sportsgrounds, pavilions and associated infrastructure. Council subsidises community sport in recognition of the significant physical, social and health benefits it provides to the Glen Eira community.

Council recognises the cost pressures faced by not-for-profit community sporting clubs and is committed to maintaining a transparent, predictable and equitable approach to fees that reflects both community benefit and Council's ongoing subsidy of sport.

Waste management associated with the use of sportsgrounds, pavilions and associated facilities forms part of Council's overall operating costs.

Standard waste services are included within pavilion operating costs. Where additional waste services are required due to events, tournaments or other atypical usage, these may be subject to additional charges and advance notice requirements, in accordance with Council's Pricing Policy.

Fees are determined using a consistent, evidence-based methodology and are linked to facility classification, level of access and service provision. This approach ensures fees are applied fairly across clubs and aligned with the standard and use of Council facilities, rather than historical arrangements.

Fees and charges are approved annually through Council's budget process and are determined in accordance with Council's Pricing Policy, having regard to affordability and access considerations, the balance of public and private value, and Council's long-term financial sustainability objectives.

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In addition to seasonal allocation fees, clubs may be charged for pavilion utilities and sport-specific costs, including but not limited to lighting, turf wicket preparation and other facility-specific services, where applicable.

All charging arrangements are undertaken in accordance with Council's Pricing Policy and the adopted Schedule of Fees and Charges.

Tiered Charging Framework

Council applies a tiered charging framework to reflect differing levels of community benefit, commercial activity and impact on Council-managed facilities.

In determining the appropriate fee category, Council may consider factors including:

- the extent to which the organisation operates on a not-for-profit basis
- the level of commercial or revenue-generating activity undertaken
- the degree to which activities are accessible to the broader community
- whether participants are paid or remunerated, including the presence of salary caps or professional competition structures
- the impact of activities on community access to facilities, including use outside standard seasonal allocations
- alignment with Council's objectives for equitable and inclusive community participation

Council may apply different fee structures or additional charges where activities are conducted on a commercial basis or where they limit broader community access to Council facilities.

7.4.1 Charging Principles

The following principles guide the calculation and application of fees and are applied in conjunction with Council's Pricing Policy:

1. Equity

- Fees are applied fairly across all clubs.
- Community benefit and the level of service provided to clubs are considered in determining charges.

2. Consistency

- Fees are calculated and applied using a standard methodology for all licensed sporting clubs and across all Council-managed sporting facilities.

3. Participation

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- Fees are set to ensure community sport remains accessible to all residents, supporting broad participation in active recreation.

4. Financial Sustainability

- Fees are set to ensure that Council can maintain and improve sporting facilities over time.
- Clubs are expected to be financially viable and capable of delivering sustainable sport and recreation opportunities for the community.

7.4.2 Charging Methodology

The charging methodology used to determine a clubs seasonal fee will give effect to the charging principles by considering, in accordance with Council's Pricing Policy:

1. Quality and Functionality of Facilities, including any relevant facility classification

- The standard, condition, and capacity of allocated sporting grounds, pavilions, and associated infrastructure.

2. Cost to Council

- The cost of maintaining and operating facilities, including ongoing maintenance, utilities, and sport-specific requirements.

3. Level of Use

- The amount of access allocated to the club, including training sessions, competition times, and any additional approved use.

Fees may be reviewed and adjusted annually or as required to reflect changes in costs, facility improvements, or allocation levels. Council may provide additional guidance on fees and charges in the User Guide, including payment processes, discounts, and casual hire arrangements.

Application of Tiered Charging

Fees are determined using a consistent methodology that reflects facility classification, level of access and service provision.

Where relevant, fees may be adjusted to reflect the nature of the user group or activity, having regard to factors including:

- level of community benefit

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- extent of commercial or revenue-generating activity
- impact on community access to facilities
- intensity and duration of use

This approach ensures that Council's pricing framework remains equitable, transparent and aligned with both community participation objectives and financial sustainability requirements.

8. LEGISLATIVE COMPLIANCE

This policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

In line with the *Gender Equality Act 2020 (Vic)*, a Gender Impact Assessment has been completed for this policy.

This policy will also be administered in a manner consistent with the *Equal Opportunity Act 2010 (Vic)*, including Council's commitment to fair, inclusive and non-discriminatory access to community sport and recreation opportunities.

9. ASSOCIATED COUNCIL DOCUMENT

- Sports Ground & Facility Allocation User Guide
- Sports Clubs Conditions of Use - Sportsgrounds and Pavilions
- Provision of Sportsground Lighting Policy
- Open Space Strategy
- Fair Access Policy and Action Plan
- GET Active Report
- Community and Wellbeing Plan
- Council Plan
- Municipal Public Health and Wellbeing Plan
- Reducing Harm from Gambling Policy

10. EXTERNAL REFERENCE/RESOURCE

- The Victorian Government's Fair Play Code
- Active Victoria 2022-2026: A strategic framework for sport and recreation
- State Sporting Association Strategies



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GLEN EIRA
CITY COUNCIL

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

GLEN EIRA CITY COUNCIL SPORTSGROUND, PAVILION & ASSOCIATED INFRASTRUCTURE USER GUIDE

Contents

1.	INTRODUCTION	7
1.1	OVERVIEW	7
1.2	PURPOSE.....	7
1.3	BACKGROUND	7
1.4	OBJECTIVES	8
1.5	SCOPE.....	8
1.6	TERMS AND CONDITIONS.....	9
1.7	KEY COUNCIL CONTACTS.....	9
2.	VENUE USAGE/FACILITY ALLOCATION	10
2.1	SPORTSGROUNDS	10
2.2	SEASONAL ALLOCATION	10
2.2.1	Seasonal Allocation Review and Use of Evidence.....	11
2.3	PRIORITY OF USER GROUP ALLOCATION	11
2.3.1	Participation Priority Hierarchy	11
2.4	ASSESSMENT OF APPLICATIONS	13
2.5	APPLICATION PROCESS FOR TENANT CLUBS.....	14
2.6	PRE-SEASON AND FINALS.....	14
2.6.1	Timing and Applications	14
2.6.2	Usage Rules	15
2.6.3	Pre-season Fees.....	15
2.7	PRACTICE MATCHES & CLUB ORGANISED GAMES.....	15
2.8	TENANCY AGREEMENT	16
2.9	CLUB SPORTSGROUND USAGE AND INSPECTION REQUIREMENTS	16
2.10	CASUAL BOOKINGS (TENANTS ONLY).....	16
2.11	PAVILIONS	16
2.12	EMERGENCY ACCESS GATES.....	17
2.13	PADLOCKS/LOCKS.....	17
2.14	CHANGE IN USE.....	17
2.15	LATE TENANCY APPLICATIONS.....	17
2.16	SUB-LETTING OF FACILITIES	17
2.17	SEASONAL HANDOVER AND OFF-SEASON STORAGE.....	17
2.18	FEES AND CHARGES.....	18
2.19	HOSTING AN EVENT.....	19
3.	FACILITY CLASSIFICATION	20
3.1	SPORTSGROUND AND PAVILION CATEGORIES.....	20
3.1.1	Sportsground Categories.....	20

OFFICIAL

3.1.2	Pavilion Categories	20
3.2	CATEGORY ASSESSMENT AND REVIEW	21
3.3	PAYMENT OF FEES	21
3.3.1	Non-payment of fees	21
4.	CLUB RESPONSIBILITIES	23
4.1	UTILITIES	23
4.2	END OF SEASON CLEANING	23
4.3	SPORTSGROUND LIGHTING	23
4.4	GOOD NEIGHBOUR PROGRAM	23
4.5	HEALTHY, SAFE AND INCLUSIVE CLUB ENVIRONMENTS	24
4.6	PAVILION ACCESS FOR COMMUNITY GROUPS	24
4.7	BREACH OF TENANCY	24
4.8	ENVIRONMENTAL SUSTAINABILITY AND RESOURCE MANAGEMENT	25
4.9	WASTE MANAGEMENT	25
4.10	REPORTING SPORTSGROUND OR BUILDING MAINTENANCE ISSUES	26
4.11	COUNCIL LIAISON	26
4.12	LINE MARKING	26
4.13	STORAGE OF EQUIPMENT OFF-SEASON	27
4.14	SMOKING	27
4.15	BUILDING MODIFICATIONS	27
4.16	DEFIBRILLATORS AT PAVILIONS	27
4.17	BUSINESS/STRATEGIC PLANNING	27
4.18	SCOREBOARDS	28
4.19	ADVERTISING SIGNAGE	28
4.20	DISABILITY DISCRIMINATION ACT	28
4.21	PORTABLE GOALS	28
4.22	GAS BOTTLE STORAGE	28
4.23	INFRASTRUCTURE ON SPORTSGROUNDS	28
4.24	MAINTENANCE OF TURF WICKETS	28
4.25	CRICKET WICKET COVERS	29
4.26	REMOVAL OF EQUIPMENT FROM SPORTSGROUNDS AND SURROUNDS	29
4.27	VICTORIAN CHILD SAFE STANDARDS	29
5.	COMPLIANCE ITEMS	31
5.1	FOOD REGISTRATION	31
5.2	INCORPORATION	31
5.3	LIQUOR LICENCE	31
5.4	INSURANCE	31
5.5	GOOD SPORTS	32
5.6	ANNUAL REPORTS	32

OFFICIAL

5.7	OTHER DOCUMENTATION AND REQUIREMENTS.....	32
5.8	GAMBLING AND BETTING ACTIVITIES.....	32
6.	ELECTRONIC ACCESS.....	34
6.1	ELECTRONIC ACCESS SYSTEMS.....	34
6.2	HOW TO APPLY.....	35
7.	DEFINITIONS.....	36
8.	PAVILION & SPORTSGROUND MAINTENANCE GUIDELINES.....	38
8.1	PAVILION MAINTENANCE.....	38
8.2	SPORTSGROUND MAINTENANCE.....	39
	APPENDIX 1 – CLASSIFICATION OF SPORTSGROUNDS	41
	APPENDIX 2 – CLASSIFICATION OF PAVILIONS.....	42

OFFICIAL

LIST OF SPORTSGROUNDS

Sportsground	Address	Sport
Bailey Reserve	East Boundary Road, East Bentleigh	Cricket Soccer Softball
Bentleigh Reserve	Jasper Road, Bentleigh	Cricket (Turf) Football
Caulfield Park No. 1-7	Inkerman Road, Caulfield North	Cricket (Turf) Lacrosse Soccer
Centenary Park	Brady Road, Bentleigh East	Cricket (Turf) Football
Duncan Mackinnon Reserve	North Road, Murrumbeena	Cricket Soccer Netball Athletics
East Caulfield Reserve	Princes Highway, Caulfield	Cricket Football Soccer Gaelic Football
E.E.Gunn Reserve	Malane Street, Ormond	Cricket (Turf) Football Baseball
Glenhuntly Park	Neerim Road, Glenhuntly	Cricket (Turf) Football
King George Reserve	East Boundary Road, Bentleigh East	Cricket Football
Koornang Park	Koornang Road, Carnegie	Cricket (Turf) Football
Lord Reserve No.1	Munro Avenue, Carnegie	Cricket (Turf) Soccer
Mackie Road Reserve	Mackie Road, Bentleigh East	Cricket Soccer
Marlborough Reserve	Marlborough Street, Bentleigh East	Soccer
McKinnon Reserve	Tucker Road, McKinnon	Cricket (Turf) Football
Moorleigh Reserve	Bignell Road, Bentleigh East	Cricket (Turf) Football
Murrumbeena Park 1	Kangaroo Road, Murrumbeena	Cricket (Turf) Football
Packer Park	Oakleigh Road, Carnegie	Cricket Football Cycling
Princes Park	Bambra Road, Caulfield South	Cricket (Turf) Football

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		Soccer
Victory Park	Patterson Road, Bentleigh	Cricket Soccer

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1. INTRODUCTION

1.1 OVERVIEW

The Sportsground, Pavilion and Associated Infrastructure User Guide (User Guide) supports the implementation of the Sports Ground & Facility Allocation Policy (the Policy).

The User Guide provides detailed operational guidance on the processes, responsibilities and requirements associated with the allocation and use of Council sporting grounds, pavilions and associated infrastructure. It outlines the roles of Council and sporting clubs in managing and maintaining facilities and supports the efficient, equitable and sustainable use of these community assets.

1.2 PURPOSE

The purpose of the User Guide is to assist user groups and sporting clubs to understand the processes that guide the allocation, management and use of Council sporting facilities.

The User Guide aims to clearly define:

- The roles and responsibilities of sporting clubs and other user groups.
- The roles and responsibilities of Council in the management and maintenance of sporting grounds, pavilions and associated infrastructure.
- The processes for facility allocation and seasonal use.
- The processes for facility maintenance and reporting of issues.
- A framework that supports fair, equitable and transparent allocation of facilities.
- Measures that support the sustainable and responsible use of Council sporting grounds and facilities.

1.3 BACKGROUND

This User Guide has been developed to support user groups in understanding Council's guidelines and expectations relating to the use of sporting facilities in Glen Eira.

The document provides practical guidance to support the implementation of the Sportsground, Pavilion and Associated Infrastructure Allocation Policy and outlines the operational processes that apply to seasonal allocations, facility use and responsibilities of user groups.

Council recognises that community sport plays an important role in supporting health, wellbeing, social connection and inclusion. Consistent with the Council Plan and other relevant Council policies, user groups are expected to contribute to safe, healthy and inclusive sporting environments that support participation and minimise the risk of harm.

The User Guide is reviewed annually and should be read in conjunction with relevant Council strategies, plans and policies, including:

- Sports Ground & Facility Allocation Policy 2026
- Open Space Strategy Refresh 2020
- Get Active - The Future of Sport and Active Recreation
- Active Recreation Action Plan
- Pavilion Redevelopment Strategy

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- Glen Eira Tennis Strategy
- Planning for Play guidelines
- Various Park Masterplans
- Council Plan 2025-2029
- Urban Forest Strategy
- Our Climate Emergency Response
- Reducing Harm from Gambling Policy

1.4 OBJECTIVES

This User Guide supports the implementation of the Policy by providing detailed operational guidance on the allocation, management and use of Council sporting facilities.

While the policy establishes the principles and objectives that guide the fair, transparent and sustainable allocation of Council sporting grounds and pavilions, this User Guide outlines the processes, responsibilities and practical requirements that apply to sporting clubs and other users.

The following objectives provide the framework for the development and implementation of Council's User Guide and support the objectives of the Policy:

- Provide a comprehensive and easy-to-understand guide that clearly outlines the responsibilities of Council, sporting clubs and other users in relation to the management, allocation and use of Council sporting grounds, pavilions and associated infrastructure.
- Support the fair, consistent and transparent allocation of sporting grounds and pavilions by detailing the processes, facility categories and criteria used to determine seasonal allocations and the application of annual fees and charges.
- Optimise participation in organised sport and active recreation across Council-owned or managed sporting grounds by promoting efficient and shared use of available facilities.
- Ensure sporting grounds and pavilions are allocated to clubs that demonstrate sound governance practices, open and inclusive membership, elected committees and a commitment to positive community and social outcomes.
- Enable Council to respond to emerging participation trends and support the needs of growth sports while balancing demand across Council's network of facilities.
- Support sustainable facility management by minimising overuse of sporting grounds through appropriate allocation, monitoring of capacity and the prevention of inappropriate use.
- Provide clarity on Council's fees and charges framework to ensure charges reflect both the standard of facilities and Council's ongoing maintenance and management costs.

1.5 SCOPE

This User Guide applies to the management and seasonal allocation of Council-owned or managed sporting grounds, pavilions and associated infrastructure in Glen Eira.

Specifically, the User Guide provides guidance relating to:

- The seasonal allocation of Council sporting grounds and pavilions.
- School bookings for the use of sporting grounds.
- Council's fees and charges framework for sporting facilities.
- Maintenance responsibilities and reporting processes.
- Conditions governing the use of sporting facilities.

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This User Guide does not apply to:

- Informal or unstructured recreational use of sporting grounds by individual community members.
- Commercial health and fitness providers operating on Council land unless otherwise approved by Council.
- Tenants occupying Council facilities under separate lease or licence agreements.

This User Guide will be reviewed annually and updated as required. Amendments may also occur during the allocation season where necessary to address changes to Council policy, insurance requirements, risk management considerations or operational needs affecting sportsground users.

1.6 TERMS AND CONDITIONS

This User Guide outlines the terms and conditions governing the use of Council sporting grounds, pavilions and associated infrastructure by sporting clubs and other approved user groups.

All user groups are expected to read and understand the requirements outlined in this document. Compliance with these conditions is a requirement of facility use.

Failure to comply with the terms and conditions outlined in this User Guide may, at Council's discretion, result in action being taken, including suspension or withdrawal of access to facilities and the cancellation of bookings without refund of applicable fees.

The agreement governing the use of Council sporting facilities consists of the following key documents:

1. The Sportsground, Pavilion and Associated Infrastructure User Guide; and
2. The signed seasonal tenancy or user agreement issued by Council.

1.7 KEY COUNCIL CONTACTS

Requests regarding seasonal tenancy agreements are to be forwarded to:

Sports Liaison Team
Phone: (03) 9524 3333
Email: recreationsservices@gleneira.vic.gov.au

Request types include:

- Allocation of sportsgrounds.
- Administration of tenancy agreements and casual bookings with associations.
- All electronic/key access issues

General requests:

Customer Service
Phone: (03) 9524 3333
Email: mail@gleneira.vic.gov.au

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Request types include:

- Reporting of sportsground and building maintenance items;
- Graffiti/Vandalism;
- After-hours support. Clubs must be aware that all costs for calls to the after-hours number for non-emergency or user error issues (e.g. access to buildings during non-allocated times or club member forgetting key) will be invoiced the full cost of contractor time.

2. VENUE USAGE/FACILITY ALLOCATION

2.1 SPORTSGROUNDS

Applications for use of Council sportsgrounds may be made by:

- Seasonal tenant clubs (via Seasonal Licence)
- School bookings
- Finals or casual activities

By signing the Seasonal Licence allocation letter, users agree to the terms and conditions outlined in this document.

2.2 SEASONAL ALLOCATION

- **Summer allocations:** Applications open late July, confirmation sent in September
- **Winter allocations:** Applications open late January, confirmation sent in March

The Responsible Manager or delegated officer may approve, modify, or revoke allocations in accordance with the Policy, this User Guide, and relevant Council policies.

Allocations are seasonal and non-transferrable. Facilities relinquished by a club must be returned to Council for reallocation.

Ground Allocation

Day of the Week	Operating Hours
Monday to Thursday	4pm-9pm
Friday	4pm-9pm
Saturday	7am-9pm
Sunday	7am-9pm

Pavilion Allocation

Day of the Week	Operating Hours
Monday to Thursday	4pm-10pm
Friday	4pm-11pm
Saturday	7am-11pm
Sunday	7am-10pm

Council may approve variations to these hours where appropriate.

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2.2.1 Seasonal Allocation Review and Use of Evidence

Council undertakes seasonal allocation and review processes to manage access to sportsgrounds and associated facilities in a fair, transparent and consistent manner.

As part of this process, Council may consider evidence of actual use, participation trends, demonstrated demand and facility capacity when assessing applications or reviewing allocations for future seasons.

Evidence may include participation data, allocation requests, utilisation patterns across seasons and known capacity constraints of individual facilities.

Where under-utilisation or unmet demand is demonstrated across multiple seasons, Council may consider adjustments to future allocations to better align access with participation needs, while maintaining stability for existing clubs.

Any changes to allocations will be made through Council's established seasonal allocation process and communicated to clubs in advance of the relevant season.

2.3 PRIORITY OF USER GROUP ALLOCATION

Council regulates sportsground access to maintain community access and sustainable management of facilities.

Allocation considers:

- Access to alternative facilities
- Reliance on Council sportsgrounds for club viability
- Council's responsibility in providing community sport infrastructure

Use may be restricted or relocated for: maintenance, risk management, environmental factors, or to support club sustainability.

2.3.1 Participation Priority Hierarchy

Hierarchy Listing	Guiding Principles
1. Council endorsed major events	• These major events, which occur from time to time, have been assessed as providing a net benefit to the City of Glen Eira. • These major events may only be conducted on large open spaces or at specialist sports venues.
2. Glen Eira community club sport matches – “in season” matches affiliated by peak body (“home and away” and finals matches)	• Community sporting clubs are highly reliant on access to Council managed sportsgrounds for their viability. • Council recognises that the responsibility for the provision of core sporting facilities

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3. Glen Eira community club sport training – “in season”	to provide opportunities to play local sport resides with local government.
4. Glen Eira primary school competition – during school hours 5. Glen Eira secondary school competition – during school hours	- While funding the provision of school sports facilities is not the responsibility of local government, Council is supportive of reasonable school sports use of Council sportsgrounds. - As evidence-based research indicates that lifelong patterns of physically active is often learned and establish in the pre and primary school years, preference of allocation will be given to primary schools over secondary schools.
6. Glen Eira community club matches and training – pre-season	While recognising clubs’ desire to undertake “pre-season” training, other options exist to facilitate pre-season training activities – e.g. indoor centres, gymnasiums, swim centres, running tracks
7. Glen Eira primary school training- during school hours 8. Glen Eira secondary school training – during school hours	- School training/physical education etc does not require the coordination or standard of sportsground facilities that are required for interschool matches and competition. - School training/physical education etc can be conducted at non-Council sportsgrounds and facilities– e.g. school facilities. - Schools that have capacity on their own sportsgrounds, which the school elects not to use, will not be allocated use of Council sportsgrounds for non-competition purposes (eg training/physical education etc). - Peak community/club demand of Council allocated sportsgrounds occurs outside of school’s hours. School allocation of Council sportsgrounds will be limited to school hours
9. Other Glen Eira community organisations 10. All Others	- Sportsgrounds form an important part of Glen Eira’s public open space network. Council acknowledges the importance of volunteers and the public good served by Glen Eira’s not-for-profit community sector. - Council will give preference of allocation to Glen Eira’s community organisations over commercial interests

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2.4 ASSESSMENT OF APPLICATIONS

Where two or more clubs have applied for a sportsground and officers are unable to facilitate a shared use, the following assessment criteria shall be used, with the highest scoring club(s) given priority allocation.

An application will not be considered for allocation where a club's application receives a 'no allocation' score

Criteria	Score	Assessment Criteria	Guiding Principles
Fairness	10		Fairness in Glen Eira's sports allocation policy is about: • Giving everyone equal access • Removing old disadvantages • Using clear and consistent rules • Rewarding clubs that support equality • Making sport welcoming for all
	5		
	3		
	1		
	No allocation		
Community Benefit	5	The sports club is a full community-based club.	Community benefit refers to how much a sports club contributes to the wider community. This includes offering opportunities for people of all ages and abilities to participate, supporting inclusive programs, and helping maximise the use of Council managed facilities for the good of the whole community. The Policy aims to "maximise participation opportunities for the community" and support clubs that are "accessible to all members of the community."
	3		
	0	The sports club participates in professional leagues: either state, national or international.	
Gender Equity	5		Gender equity means ensuring that women and girls have equal access, opportunities, and conditions to participate in community sport. Glen Eira's Fair Access Policy focuses on eliminating barriers and systemic causes of gender inequality, ensuring women and girls receive fair access to high quality facilities, popular training times, and leadership opportunities.
	3		
	No allocations		
Local Priority	5	Is the club both a Glen Eira based club and services local community needs.	Local priority refers to giving preference to Glen Eira based clubs and local community needs when allocating sports grounds. The allocation system places importance on making the best use of facilities to support local participation and ensure community organisations within Glen Eira benefit most from Council managed infrastructure.
	3	Is the club one of: a Glen Eira based club or services local community needs.	
	No allocations	Does not meet any of the above criteria.	

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Continuing Allocation	5	If club has had an existing seasonal licence for particular venue.	Continuing allocation means that clubs with an existing seasonal licence can continue using the same facility or ground, provided they meet the policy requirements. This includes demonstrating ongoing community benefit, fair charging, compliance, and alignment with Council priorities such as accessibility and inclusive practices. The policy outlines a consistent process for managing ongoing tenure requiring review and assessing requests for new or continuing allocation.
	No allocation	If club has had no existing seasonal allocation for particular venue.	

2.5 APPLICATION PROCESS FOR TENANT CLUBS

Step 1

Seasonal sportsground applications are sent to clubs electronically. Clubs must ensure they fully read and understand all information provided and the obligations imposed on the club if their application is successful.

Step 2

The club submits the tenancy application to Council with all required documentation by the due date. Applications will not be considered until all mandatory documentation has been received by Council. Clubs will be advised if there are any items missing from their application.

Step 3

Applications are assessed against this document. Clubs with outstanding debts owed to Council will not have their applications considered until all debts are paid in full or a payment plan is approved.

Step 4

All clubs will receive written notification of their allocation. If a club is dissatisfied with their allocation, they may contact Council to escalate a dispute. Allocation offers must be acknowledged and signed by clubs prior to formal commencement of tenancy.

2.6 PRE-SEASON AND FINALS

Definition:

Pre-season usage refers to the period leading up to a seasonal allocation. Council allocates pre-season usage for a fee at venues determined by Council.

2.6.1 Timing and Applications

- Council grounds are heavily used during the winter months and require time to rejuvenate in spring and summer. This period allows for renovation, recovery of heavily worn areas, and turf regrowth to ensure the grounds are in optimal condition for the following season.

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- No pre-season training will be allocated on Council sportsgrounds prior to mid-January each year.
- Applications for pre-season training will be sent to all clubs on 1 December and are due by 15 December.
- Clubs will be notified via email prior to the commencement of training in mid-January.
- Clubs should not plan any activities or special events until they have received written approval from Council. Unauthorised use may result in liability for damage and may conflict with other scheduled users or essential ground maintenance.

2.6.2 Usage Rules

- Training is only permitted on the allocated days and times.
- All players must wear rubber-soled shoes (runners/sneakers), unless advised otherwise in writing by the Parks Services Department.
- Clubs must rotate training drills to ensure even wear across the sportsground.
- Council may cancel approval at any time due to surface damage or adverse weather conditions.
- All practice match requests must be approved in writing by the Parks Services Department.
- Clubs cannot sub-let or grant permission to other clubs outside the Glen Eira municipality for practice matches.
- Clubs seeking use of grounds before pre-season commences may apply as a casual booking at the applicable casual hire rate.
- Clubs requiring use of facilities for pre-season or finals training must submit the relevant online application forms. *Finals use of both the pavilion and sportsground is not included in seasonal allocations and must be applied for separately.*

2.6.3 Pre-season Fees

- Pre-season usage will be charged according to the fees set out in Council's Sportsgrounds and Pavilions Fees and Charges Framework.
- Pavilion use is not included in this arrangement.
- Clubs requesting use of a sportsground outside their pre-season or seasonal allocation may incur additional charges.
- No pre-season training matches are permitted on sportsgrounds being used to host finals or that are not prepared for the following season.
- Finals training is only permitted once approved by Council.

2.7 PRACTICE MATCHES & CLUB ORGANISED GAMES

Clubs wishing to use a sportsground outside of the signed tenancy period (e.g. practice or social matches, club organised games, tournaments or like events), must request access in writing to the Sports Liaison Officer at least 10 working days prior to the proposed date.

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Maintenance work, use of sportsgrounds for finals matches and training will take precedence over requests for pre-season use.

Additional fees may apply.

2.8 TENANCY AGREEMENT

Approval extends only to the days and times allocated and any use outside this approval will be deemed unauthorised and may jeopardise insurance policies held by the club.

Activities deemed to be outside of typical club matters (training, competition, regular social activities) require separate Council approval (refer to 2.19). This allocation is subject to the Clubs adherence to the Conditions of Occupancy contained within this document and all relevant Local, State and Federal laws.

Resolution of matters relating to infringement notices issued under a Local Law will be processed in accordance with the Local Law.

2.9 CLUB SPORTSGROUND USAGE AND INSPECTION REQUIREMENTS

Clubs are required to program their activities on sportsgrounds in a sustainable manner that assists Council in delivering high quality surfaces for community use. Clubs should be proactive in this manner utilising strategies such as the rotation or training activities across the whole playing surface and avoiding high-use and worn areas where possible.

Each month Council's Parks Services team will undertake assessments of the condition of each sportsground managed by Council. These assessments and recommendations may result in restricted use and/or closures. Council reserves the right to change any allocation due to ground conditions, risk assessment and possible safety issues. Where possible Council will offer an alternate sportsground, if one is available.

2.10 CASUAL BOOKINGS (TENANTS ONLY)

Casual bookings provide temporary access to Council facilities for an agreed period outside of the times allocated to seasonal tenants.

Approval will be subject to the application being received via the appropriate form at least ten working days prior to the first date requested. Casual bookings will be charged in accordance with the Council adopted Fees and Charges Schedule.

2.11 PAVILIONS

Pavilions are provided to support sportsground activities. Allocations will be made on a seasonal allocation basis. By signing the seasonal allocation form, clubs are agreeing to the conditions of use as outlined in this document.

Pavilion must be kept in a clean and tidy condition, including changerooms. Council staff will undertake regular inspections to ensure clubs are meeting this condition of tenancy.

The allocation of pavilions will be based on access times as detailed in clubs approved tenancy allocation. Council reserves the right to place other user groups within the pavilion during any non-

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allocated times.

2.12 EMERGENCY ACCESS GATES

Tenants must be familiar with the emergency access points at your allocated sportsground. Emergency access points are marked by signage: 'Emergency Access Only Do Not Block Entrance Fines Apply'. Should these access points be blocked please report to Council's Customer Service team on (03) 9524 3333.

All clubs are issued with a key which opens emergency access gates. Please ensure all ground managers are aware of the location of this key on-site.

2.13 PADLOCKS/LOCKS

No foreign locks or padlocks are permitted within any Council amenity. Any foreign padlocks or locks found on Council amenities will be removed and the club will incur any on charge fees associated with the removal. If a new Council padlock has been replaced and club does not have key access, please call Sports Liaison Officer who will organise club with new key or remove if required. **Please do not cut padlock.**

2.14 CHANGE IN USE

Clubs must make realistic allocation requests based on club size and reasonable usage for the level of competition they support. Council must be notified of any allocation that is no longer required. Any facilities that are not allocated to its full potential may be made available to other users.

2.15 LATE TENANCY APPLICATIONS

Tenancy applications lodged after the due date, will be considered as a new club and treated accordingly under 2.4 of these guidelines.

2.16 SUB-LETTING OF FACILITIES

No club shall sub-let any part of a sportsground and/or any part of the pavilion during the allocated period. Non-compliance may result in a formal breach of the tenancy agreement and could result in Council withdrawing access to the facility.

2.17 SEASONAL HANDOVER AND OFF-SEASON STORAGE

All clubs must ensure facilities are left in a neat and tidy condition for the incoming club within a reasonable time period from the club's last competition date or as directed by Council.

Club property left on the premises at the conclusion of the allocation may be removed and disposed of by Council. The club will be held responsible for any associated costs.

Outgoing Clubs must remove all equipment/goods from the pavilion during off season periods unless they are tenants of a new pavilion with dedicated year-round storage. Clubs are responsible for organising alternate off season storage solutions.

Clubs allocated use of newly constructed pavilions must adhere to any additional requirements as directed by Council such as steam cleaning and professional cleaning of wet areas.

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Each sportsground and pavilion is categorised according to its current standard and charged according to these categories. Costs associated with the use of sports infrastructure are heavily subsidised by Council to encourage an active and engaged community.

Category details and associated charges are reviewed annually and are listed in the endorsed annual budget available on Council's website.

Fee setting approach

Seasonal fees are calculated using a consistent, evidence-based methodology that reflects facility classification, level of access and service provision.

Fees are set to ensure transparency, predictability and equity across clubs, while recognising the significant subsidy provided by Council to support community sport and participation.

Council recognises the cost pressures faced by not-for-profit community sporting clubs and seeks to apply fees in a manner that balances affordability and access with the ongoing costs of maintaining and operating sporting facilities.

Fees and charges are approved annually through Council's budget process and applied in accordance with Council's Pricing Policy and the adopted Schedule of Fees and Charges.

In addition to seasonal allocation fees, clubs may be charged for utilities and sport-specific services where applicable, including lighting, turf wicket preparation and other facility-specific costs.

Any additional charges are applied consistently and in accordance with Council's Pricing Policy and the adopted Schedule of Fees and Charges.

Tiered Charging Framework

Council applies a tiered charging framework to ensure that fees reflect the level of community benefit provided, the nature of activities undertaken, and the impact on Council facilities.

While all allocations are assessed on a case-by-case basis, the following categories provide a general guide.

Community Sports Clubs

- Not-for-profit, volunteer-based clubs primarily focused on participation and community outcomes.
- Typically eligible for standard community sport fees.

Elite or Semi-Professional Clubs

- Clubs competing in higher-level competitions, including those operating within structured professional or semi-professional leagues.
- May be subject to modified or higher fees reflecting their increased capacity and facility demands.

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- Privately operated programs, including coaching clinics, academies or other fee-for-service activities conducted on Council facilities.
- Generally subject to commercial hire rates or additional charges.

Council reserves the right to determine the appropriate category based on the nature of the activity rather than the organisational status alone. Where activities vary within a single organisation, different fee structures may apply to different uses.

2.19 HOSTING AN EVENT

Council encourages opportunities for club members and their families to become engaged in club activities. Events and other activities that require external infrastructure or reasonably vary from what the public observes as typical training, competition or club social activities must be approved by Council.

When planning your event, please ensure you have met all the compliance items involved in hosting an event on Council Land. Activities including infrastructure such as a jumping castle, pegging something into the ground or filming of any kind requires a permit.

Please visit Councils website or contact Council Event Officer 9524 3333 for information on holding an event in Glen Eira.

OFFICIAL**3. FACILITY CLASSIFICATION****3.1 SPORTSGROUND AND PAVILION CATEGORIES**

All Council sporting pavilions and playing fields operated under a licence agreement are classified annually based on their standard. Classification ensures fees reflect the quality of facilities and supports equitable allocation.

Classification is achieved through:

- Development of categories that differentiate between the standard of playing fields and pavilions within the City of Glen Eira.
- Facility audits and assessments to determine condition, quality, and compliance with Council requirements.

The purpose of this classification is to ensure that:

- Fees charged to clubs reflect the quality and functionality of the facility.
- Clubs are allocated facilities that meet the intended standard for their level of sport.
- Council can plan for maintenance, upgrades, and capital works to maintain community sporting infrastructure.

3.1.1 Sportsground Categories

Sportsgrounds are classified into three categories (A, B, and C):

- **Category A:** typically used for higher-level competitions; charged at the highest seasonal fee.
- **Category B:** suitable for standard community sport; charged at a medium fee.
- **Category C:** suitable for casual or developmental use; charged at a lower fee.

Classification is determined through facility audits and considers:

- Condition of the sportsground surface, including wear and resilience.
- Presence and quality of irrigation systems.
- Presence and effectiveness of underground drainage systems.

Sportsground Classification List can be found in Appendix 1

3.1.2 Pavilion Categories

Pavilions are classified based on the quality of facilities and compliance with Council's Minimum Standards. Categories reflect both the standard of the pavilion and the number of amenities available:

OFFICIAL

- **Category A:** meets most Minimum Standards; charged at the highest rate.
- **Category B:** meets some Minimum Standards; charged at a moderate rate.
- **Category C:** does not meet Minimum Standards; charged at a lower rate.

Assessment criteria include:

- Overall condition of the building and associated amenities.
- Number and standard of amenities that meet Council Minimum Standards, including:
 - Social room
 - Change rooms
 - Kitchen
 - Storage
 - Office/Meeting room
 - First Aid facilities

Pavilion Classification List can be found in Appendix 2

3.2 CATEGORY ASSESSMENT AND REVIEW

- An initial assessment of all sporting facilities has been undertaken to determine their category (see Appendices 1 and 2).
- Categories are reviewed annually to reflect:
 - Completed capital works or upgrades.
 - Changes in facility condition or compliance with Council Minimum Standards.

This review ensures that fees and allocations remain fair, transparent, and reflective of facility quality, while supporting ongoing maintenance and community sport development.

3.3 PAYMENT OF FEES

An invoice for seasonal tenancy fees will be issued to clubs within eight weeks of the commencement of the season. Fees must be paid by the due date specified on the invoice. Clubs that do not pay by the due date and have not made alternative arrangements with Council will be considered non-paying.

3.3.1 Non-payment of fees

Seasonal fees and charges for the use of Council sporting grounds, pavilions, and associated infrastructure are due within 30 days of issue.

Clubs that do not meet payment conditions may be ineligible for future allocation of Council-owned or managed facilities until outstanding amounts are resolved. Council recognises that clubs may

OFFICIAL

occasionally experience genuine financial hardship. Clubs that are unable to meet their financial obligations are encouraged to contact Council in writing as soon as possible to discuss a suitable payment arrangement.

Where clubs enter into a payment plan, allocations will generally not be affected provided the agreed plan is being met. If debts remain unresolved and Council is required to initiate debt recovery, the club will be responsible for any reasonable costs incurred in recovering the debt, and outstanding amounts may impact eligibility for future allocations.

Council is committed to working collaboratively with clubs to support financial sustainability while ensuring that facilities remain available to the broader community.

OFFICIAL**4. CLUB RESPONSIBILITIES****4.1 UTILITIES**

Utility fees will be included as part of the overall charge for pavilion allocation. These fees contribute to the costs associated with the provision and use of utilities within the pavilion, including electricity, gas and water. Incorporating utility costs into the pavilion allocation fee ensures a simplified and consistent charging approach for clubs while assisting Council to recover a portion of the operating costs associated with maintaining and servicing these facilities.

4.2 END OF SEASON CLEANING

At the end of each seasonal tenancy Council contractors will inspect pavilions identifying maintenance issues, assessing cleanliness and safety. A table outlining maintenance responsibilities of clubs and Council is provide under the Pavilion Maintenance Schedule (Part 8).

Should it be found that clubs are not meeting obligations, Council will request they be rectified. If issues are not rectified and/or clubs continue to breach their tenancy, Council may rectify the issue at club's expense and/or clubs may not be considered for allocation. Clubs will be charged in full for remedial work incurred through deliberate damage, including damage by visiting clubs.

4.3 SPORTSGROUND LIGHTING

All new sportsground lighting systems are operated by timers to ensure lighting is used only during allocated tenancy hours. Timers will be set in accordance with the approved allocation for each club.

Sportsground lighting is not permitted to operate after 9:00 pm unless prior written approval has been granted by Council. Approval for extended use will only be considered where Council is satisfied that there will be minimal impact on nearby residents.

The use of sportsground lighting for night competition matches is only permitted at designated venues that meet the appropriate lux levels for community-based competition and must be approved by Council. The use of sportsground lighting for social functions or non-competition events is strictly prohibited.

Use of sportsground lighting will be charged at an hourly rate, as set out in Council's adopted Fees and Charges framework.

4.4 GOOD NEIGHBOUR PROGRAM

Glen Eira City Council want to ensure that both tenant sporting clubs and local residents are both able to enjoy the use of sportsgrounds. Common areas of conflict affecting sportsgrounds include parking, noise levels, and inappropriate use of sportsground lighting and disruptive departures from the reserve. Council supports the 'Good Neighbour' program and encourages improved relationships between sports clubs and surrounding residents. Council encourages clubs to circulate a copy of the club social calendar and typical weekly activities with details of a club contact person to local residents early in tenancy periods, so they are aware of major events.

OFFICIAL**4.5 HEALTHY, SAFE AND INCLUSIVE CLUB ENVIRONMENTS**

Council expects tenant clubs to operate in a socially responsible manner and to provide safe, inclusive and family-friendly environments for participants, volunteers, spectators and the broader community. This supports Council's commitment to promoting community health and wellbeing and reducing preventable harm across community settings.

Clubs must take reasonable steps to prevent and reduce potential harm associated with club activities, including those related to alcohol consumption, gambling and other behaviours that may negatively impact health, wellbeing or participation, in accordance with Council policies, including the Reducing Harm from Gambling Policy.

These expectations align with Council's public health approach to preventing and reducing gambling-related harm and promoting healthy community environments. This includes, but is not limited to:

- ensuring gambling activities or promotions do not target or involve children and young people
- avoiding the normalisation or promotion of gambling in sport environments
- managing club activities, sponsorships, fundraising and events in a manner that aligns with community wellbeing expectations, and does not normalise or encourage gambling participation, particularly among children and young people
- complying with all relevant legislation, licence conditions and Council policies relating to alcohol and gambling

Clubs must ensure that sponsorship arrangements, partnerships and promotional activities do not promote gambling participation in a manner that is inconsistent with Council's Reducing Harm from Gambling Policy, particularly where activities occur on Council managed land or facilities.

Council may raise concerns with clubs where activities or practices are considered inconsistent with these expectations.

4.6 PAVILION ACCESS FOR COMMUNITY GROUPS

Community groups may apply for pavilion use outside of allocated seasonal tenant timeframes. An agreement with Community group(s) may be arranged and Clubs will receive notification by the Sports Liaison Officer. As per section 2.11, pavilions must be consistently kept in a clean and tidy condition for all user groups.

4.7 BREACH OF TENANCY

Council reserves the right to suspend or revoke a club's Seasonal Tenancy Agreement at any time if the conditions of the agreement are breached. Where a club fails to comply with the terms of the agreement, the following process may apply:

- Council will contact the club regarding any issues that come to its attention.
- The club will be given an opportunity to rectify the issue and provide its account of the event.

OFFICIAL

- If the club does not respond in a timely or appropriate manner, and depending on the severity of the breach, Council may consider revoking the tenancy of the facility.
- Failure to rectify an issue may put future allocations at risk.
- Clubs will receive formal written advice from Council regarding any breach, which will be recorded against the club's tenancy history as outlined in clause 2.4 of this document. Any costs associated with damage to sportsgrounds, pavilions, or neighbouring properties will be charged to the club.

4.8 ENVIRONMENTAL SUSTAINABILITY AND RESOURCE MANAGEMENT

Sports clubs are prominent stakeholders in communities and as such should be aware of their responsibilities to the members of the public that they serve through their activities, particularly in respect to juniors and young people.

Council requires clubs to be proactive in delivering their activities in a socially responsible way, whether it be relating to club governance, alcohol management (where applicable), awareness and addressing of social issues such as mental health, healthy food provision and other best practices.

Council is also committed to improving environmental outcomes and encourages allocated users to sustainably manage the use of sportsground facilities, including water, energy, waste minimisation and recycling.

4.9 WASTE MANAGEMENT

Sports clubs and user groups are responsible for managing waste generated through their use of Council sportsgrounds and facilities. This includes promoting appropriate waste disposal, minimising contamination of recycling streams, and maintaining clean, safe and presentable facilities.

Periods of increased activity such as finals, tournaments and club-organised events typically result in higher volumes of waste. Clubs are responsible for planning for increased waste generation associated with these activities. Council may provide additional waste collections where required; however, requests for additional services must be made in advance and may incur additional fees.

Standard waste services form part of pavilion operating costs. Excess waste, illegal dumping or unscheduled waste resulting from club activities may be identified through inspections and considered as part of tenancy compliance and end-of-season assessments.

Each sportsground is provided with bins for public use, which are serviced by Council contractors. Clubs are also allocated bins for their exclusive use.

Club-allocated bins must be secured within the provided bin enclosure to prevent theft or damage. If a bin is stolen or damaged, clubs should contact Council's Customer Service team as soon as practicable to request a replacement.

Bins must be placed out at the kerb on the designated collection day and returned to the enclosure following collection.

Hard rubbish removal is not available for clubs to dispose of unwanted equipment unless otherwise approved by Council.

Missed collections or waste-related issues should be reported to Council as soon as practicable.

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Helpful information – Waste support and programs

Council provides access to e-waste and vape disposal points, along with other recycling and sustainability initiatives. Where capacity allows, clubs are encouraged to participate in these initiatives and to recognise volunteer-led efforts to reduce waste.

Participation in the Container Deposit Scheme (CDS) is also encouraged, as it can support fundraising while promoting positive waste diversion outcomes.

4.10 REPORTING SPORTSGROUND OR BUILDING MAINTENANCE ISSUES

Tenant clubs must report all building or sportsground maintenance items to Council via (03) 9524 3333 or via report an issue on Councils website. Reports are logged and allocated to the appropriate department for inspection and during your call you will be issued with a job number which will allow you to follow up on status of the job if required. Please do not report any building or sportsground items directly to the Sports Liaison Officer.

4.11 COUNCIL LIAISON

To ensure efficient communication between Council and clubs during a tenancy, each club is required to nominate a key representative to act as the Council Liaison. It is recommended that this person be a committee office bearer, such as the President or Secretary.

The nominated representative will be the primary contact for all matters relating to the use of Council facilities. Clubs must notify the Sports Liaison Officer immediately of any changes to the nominated representative or their contact details.

Most correspondence from Council, including updates on ground conditions, maintenance issues, and tenancy matters, will be sent via email. It is therefore essential that the nominated contact has reliable internet access and is able to receive and relay information promptly. The club representative is responsible for ensuring all relevant information is communicated to appropriate club personnel.

4.12 LINE MARKING

All line marking for competition purposes is the responsibility of the club. Council will arrange the initial marking of sporting fields at the start of each relevant season to ensure compliance with competition standards.

Clubs must ensure that all subsequent line marking:

- Conforms to the relevant sporting association guidelines, including field dimensions and safety run-offs; Council requires a minimum of 4 metres from all fences or other obstructions.
- Is carried out using suitable marking paint. Substances such as lime, herbicides (e.g., Roundup), or any other products that may damage or kill turf are strictly prohibited.
- Does not include logos, signage, or other artwork on sports fields unless prior written approval has been granted by Council.

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Clubs will be responsible for any costs associated with reinstating damaged turf caused by the use of unapproved products.

4.13 STORAGE OF EQUIPMENT OFF-SEASON

Outgoing clubs must remove all equipment/goods from the pavilion during off season periods. Clubs are responsible for organising alternate storage solutions if items cannot be stored in designated areas onsite.

4.14 SMOKING

The tenant club must ensure compliance with Council's smoke-free policy which prohibits smoking in any Council owned building, including pavilions.

Smoking is also banned within 10 metres of a sporting venue that is an outdoor public place during an organised underage sporting event.

This includes training or practice sessions to prepare for an organised underage sporting event and breaks or intervals during the course of the event, training or practice session

4.15 BUILDING MODIFICATIONS

Clubs are not permitted to modify any part of a Council building without the express written consent of Council.

Clubs will be held liable for any and all costs associated for reinstating Council buildings due to unapproved club modifications.

Please contact Council's Building Maintenance Officer for more information regarding building modifications.

4.16 DEFIBRILLATORS AT PAVILIONS

Clubs may choose to install and maintain defibrillator at pavilions (internally/externally), which will remain their responsibility and require Council approval to install.

Automated External Defibrillator (AED) are not provided or maintained by Council at sport and community use pavilions

Tenant clubs who have purchased a defibrillator and share sites with other clubs, may opt to place the defibrillator in a central location at the pavilion with access available to other clubs and pavilion users. Accessibility/access to club owned defibrillators is a decision for the primary club as owner of the unit.

4.17 BUSINESS/STRATEGIC PLANNING

It is recommended that clubs develop 3 - 5-year business plan that sets out the club's aspirations and financial targets. Many associations provide strategic planning resources that can be used as templates for club plans.

OFFICIAL**4.18 SCOREBOARDS**

The installation, maintenance and replacement of scoreboards is the responsibility of the tenant Club(s). The tenant club will be responsible for providing a written proposal to Council for consideration and approval of any changes being considered to the scoreboard.

4.19 ADVERTISING SIGNAGE

Clubs are not permitted to erect permanent advertising on pavilions or sportsgrounds, in accordance with Council's Community Local Law and signage requirements. Temporary advertising may be displayed on match days and other club events, provided it is installed and removed promptly, does not damage Council assets, and complies with all relevant local laws and permit conditions. Commercial signage may only be displayed where a specific permit has been granted by Council.

4.20 DISABILITY DISCRIMINATION ACT

Council's commitment to provide disability access in all Council owned or managed premises requires tenants to adopt inclusive practices in line with the obligations under the Disability Discrimination Act and the Equal Opportunity Act.

4.21 PORTABLE GOALS

Tenant Clubs are responsible for ensuring that all portable goals used at Council facilities comply with the Australian Standards relevant to their manufacture, installation, use, storage and maintenance. Visit the product's safety websites to see a copy of these Standards.

When in use, portable goalposts must be anchored correctly, and regular checks should be conducted throughout the user group's season to ensure ongoing safety.

During the winter tenancy period, storage of portable goals should be off-field, location rotated regularly to assist with ground maintenance. Do not store goals on wickets. During the summer tenancy period, portable goals must be stored away in club storage areas.

4.22 GAS BOTTLE STORAGE

Gas Bottles are not to be stored in any facility and must be taken off-site when not in use.

4.23 INFRASTRUCTURE ON SPORTSGROUNDS

Sportsground infrastructure refers to the hard-built infrastructure that supports training and competition needs of seasonally allocated sports clubs e.g. nets, lights, coaches' boxes etc. Please view sportsground maintenance items Club v Council in section 8 of this document for maintenance responsibilities of these items.

4.24 MAINTENANCE OF TURF WICKETS

Council seeks to ensure that turf wickets are maintained to a safe and playable standard while keeping costs manageable for clubs. Maintenance arrangements may be implemented in partnership between Council and clubs, with responsibilities agreed on a seasonal basis.

Clubs may be asked to contribute labour towards routine maintenance tasks, such as rolling and

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general upkeep, with Council providing guidance, oversight, and technical advice as required. Where clubs do not wish to provide labour, or where additional work is required, Council may arrange for contractors to carry out maintenance, with any associated costs charged to the club.

Clubs that wish to take on full responsibility for the maintenance of wickets may be supported by Council through training, equipment guidance, and seasonal preparation. Council will continue to manage major seasonal renovations and may hand over wickets to clubs for ongoing maintenance prior to the start of competition.

Fees associated with turf wicket maintenance, including any contributions for contractor labour, will be charged in accordance with Council's annual Fees and Charges.

4.25 CRICKET WICKET COVERS

The purchase, storage and ongoing maintenance of cricket wicket covers is the full responsibility of the club. These items should not remain on sportsgrounds when not being utilised for their specific purpose. Council staff will not remove covers under any circumstances.

4.26 REMOVAL OF EQUIPMENT FROM SPORTSGROUNDS AND SURROUNDS

All equipment must be removed from sportsgrounds and surrounding areas at the conclusion of each session. This ensures that:

- Community users are not disrupted.
- Council staff can safely carry out maintenance and inspections.

Clubs must not use metal pegs, as these can cause damage to maintenance machinery and present a safety hazard to other park users. Where pegs are required, the use of coloured or highly visible pegs is recommended to enhance safety and reduce the risk of injury or damage.

Council will provide guidance on approved equipment types and placement to support safe and effective use of sportsgrounds.

4.27 VICTORIAN CHILD SAFE STANDARDS

All organisations in Victoria that provide services or facilities for children are required to comply with Child Safe Standards, to ensure that the safety of children is promoted, child abuse is prevented, and allegations of child abuse are properly responded to.

The Child Safe Standards are minimum compulsory standards for all organisations that interact with children and young people. The Standards aim to prevent abuse through a focus on cultural change and help to protect children from the risks of abuse.

On 1 July 2021 the Victorian Government announced new Child Safe Standards to more closely align with the National Child Safe Principles. The New Standards came into effect on 1 July 2022.

Contact the Commission for Children and Young People for more information and to view the new Standards Telephone 1300 782 978 or (03) 8601 5281 or Email: contact@ccyp.vic.gov.au

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5. COMPLIANCE ITEMS

5.1 FOOD REGISTRATION

The Victorian Food Act 1984 specifies that anybody who prepares, stores or sells food has a legal obligation to be registered with local government and if required, use a food safety program to ensure they prepare, store and transport food in a safe and suitable manner. All sporting clubs selling food must be registered as a food business with Council's Environmental Health Services team. For more details on food registration and which category your club falls under please contact the team via (03) 9524 3333.

5.2 INCORPORATION

All user groups must be incorporated under the Associations Incorporations Act 1981, or operate under the auspices of an incorporated body. Incorporation provides a legal identity separate from individual members, offering protection from personal liability.

For more information on how to become incorporated, groups should contact Consumer Affairs Victoria on 1300 55 81 81

5.3 LIQUOR LICENCE

Clubs wishing to sell or serve alcohol on Council premises must hold a valid liquor licence. Clubs may not permit the sale or consumption of alcohol in Council facilities without:

- Council's written consent (landlord consent), and
- Proof of a current approved liquor licence.

Clubs must seek Council's consent (see landlord Consent for Liquor Licenses Procedure 2016) prior to liquor licence applications being submitted to the Victorian Commission for Gambling and Liquor Regulation. Compliance with this procedure and participation in the Good Sports program is a condition of tenancy.

5.4 INSURANCE

Council holds Public Liability Insurance for its own operations only. Clubs and tenant organisations are not covered under Council's insurance.

All clubs must:

- Hold Public Liability Insurance in the name of the user group, with an insurer approved by Council.
- Maintain coverage of at least \$20 million per occurrence, and \$10 million personal indemnity (or higher if reasonably required by Council).
- Provide a Certificate of Currency annually as part of the tenancy allocation process.

Clubs without current insurance will not be eligible for tenancy.

OFFICIAL**5.5 GOOD SPORTS**

The Good Sports Program (Australian Drug Foundation) supports clubs in managing alcohol responsibly and reducing alcohol-related harm, including underage or binge drinking. Participation is mandatory for all clubs holding a liquor licence, and clubs must maintain a current accreditation certificate for the duration of their tenancy.

5.6 ANNUAL REPORTS

As a condition of tenancy, clubs must provide Council with:

- The most recent annual report, and
- Financial statements (balance sheet and profit & loss).

These documents are required to demonstrate good governance and financial responsibility.

5.7 OTHER DOCUMENTATION AND REQUIREMENTS

Council may request additional documentation or participation from clubs as required, including:

- Risk management policies
- Ground and pavilion requests
- Club training plans
- Attendance at mandatory training or tenant forums

Compliance with these requirements forms part of the tenancy agreement and ensures clubs remain eligible for allocation of Council-managed sportsgrounds and facilities.

5.8 GAMBLING AND BETTING ACTIVITIES

Clubs are expected to minimise and, where possible, avoid gambling-related activities in line with Council's Reducing Harm from Gambling Policy.

Where gambling-related activities are undertaken, they must::

- comply with all applicable legislation and regulatory requirements
- not involve or target children or young people
- not be promoted in a way that encourages harmful gambling behaviours
- be conducted in a manner consistent with Council's expectations for safe, inclusive and family-friendly sporting environments
- align with Council policies relating to harm prevention, including the Reducing Harm from Gambling Policy

Low-risk activities such as raffles, tipping competitions or similar fundraising activities may be permitted where they provide a clear community benefit.

Clubs must ensure that sponsorship arrangements, partnerships and promotional activities do not promote gambling participation in a manner that is inconsistent with the Reducing Harm from

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Gambling Policy, particularly where activities occur on Council-managed land or facilities.

Council reserves the right to direct a club to amend or cease gambling-related activities where they are considered to present an unacceptable risk to participants, the community or Council, or where they are inconsistent with Council policy.

Compliance with relevant Council policies, including the Reducing Harm from Gambling Policy, forms part of tenancy expectations and may be considered in allocation decisions and ongoing eligibility for facility use.

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6. ELECTRONIC ACCESS

6.1 ELECTRONIC ACCESS SYSTEMS

All City of Glen Eira sports pavilions are fitted with an electronic access system, and access passes are issued to clubs for the duration of their tenancy. Clubs must comply with the following conditions regarding access passes:

- **Non-transferable:** Access passes must not be loaned or given to any other club, association, organisation, school, or individual. Responsibility rests with the nominated pass holder(s) on the signed access agreement.
- **Non-compliance:** Misuse of access passes may result in the suspension or withdrawal of sportsground and pavilion access.
- **Notification of changes:** Any changes to pass holders must be forwarded promptly to Council's Recreation Liaison Officer.
- **Padlocks:** Padlocks on designated doors/chains must not be removed or replaced. Any replacement initiated by the club will incur a \$500 fee.

Pass Allocation

- Each pavilion is issued with five access passes per club. Additional passes may be purchased at \$100 per pass.
- **Access hours:** Buildings may only be accessed during the approved allocation times detailed in the club's tenancy confirmation letter.
- **Extended access:** Two nominated club representatives will receive broader access from 7:00am to midnight to accommodate deliveries or incidental club tasks. This does not grant full tenancy rights beyond allocated activities.

Building Zones

- Each pavilion is divided into zones to allow clubs to secure specific areas, such as bars or storage.
- Zone assignments for each pass holder must be nominated via the online application form.
- **Expiry:** Access passes operate only for the home and away tenancy period. Clubs progressing to finals must notify the Sports Liaison Officer via email to extend access accordingly.

Damaged or stolen/lost electronic padlocks.

Clubs will incur the full cost to replace lost/stolen or damaged locks. Replacement of electronic padlocks is \$1700 per lock.

OFFICIAL**6.2 HOW TO APPLY**

Before commencing the online application, clubs should gather the following details for each applicant:

- Full name
- Position held at the club
- Phone number
- Email address
- Number of pavilions each applicant requires access to
- Zone required for each applicant
- Type of access card required
- Identification of the two club representatives who will receive extended access (7am – midnight)

Application Notes

- Access to multiple pavilions can be provided on a single access card. Please indicate this requirement on the application form.
- For clubs requiring more than 10 card holders, a second application form must be submitted.
- Pass holders and access requirements can be updated at any time by emailing the Recreation Liaison Officer with the specific request.
- Clubs are responsible for verifying that the access provided matches their submitted requirements. Council will supply details of access once cards are issued.

Lost, Damaged, or Stolen Cards

- Any lost, stolen, or damaged access passes must be reported to Council immediately.
- Replacement passes will incur a fee charged to the club.
- Damaged passes must be returned to Council before a replacement is issued.

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7. DEFINITIONS

Term	Meaning
Access	The degree to which a facility can be used
Agreement	The “agreement” consists of the relevant completed application forms and the signed tenancy documentation that is distributed on receipt of the application forms.
CALD	Culturally and Linguistically Diverse
Club	The incorporated body of people, herein applying for tenancy of a Sportsground.
Council	City of Glen Eira, including its staff and contractors.
Festival/event	An activity, public or private, whereby a gathering of more than 50 people is organised and which uses a public thoroughfare or public amenity for activities other than it’s dedicated purpose (this requires a permit).
Gecko Cover	A cricket wicket cover placed on grounds at the end of the summer season period to enable safe and full utilisation of sportsground for winter tenants.
Home Ground	The primary sportsground that a club uses to conduct the majority of competition matches. Tenancy typically includes the ground and associated pavilion.
Juniors	An age category of players aged 18 years and under.
Non-seasonal Use	The use of a sportsground outside of the defined allocation agreement for activity such as pre-season training and practice matches, finals training and matches. Such usage is to be applied for separately by the seasonal tenant and may incur additional charges.
Pavilion	A building connected with a sportsground, which may be used in conjunction with the use of the sportsground.
Practice nets/Batting cage	Caged areas for cricket / baseball batting practice.
School Use	Any school granted permission to use a sportsground during school hours.
Seasonal Allocation	An agreement between a user group and Council for use of a sportsgrounds during the given season.
Seniors	An age category of players aged 18 years and over.
Sportsground	An area of open space provided specifically for the purpose of conducting formal sport or encouraging informal recreation activity.
Summer Allocation	From 01 October to end of home and away season.
Synthetic Surfaces	Hard wearing surface (not turf), such as rubber or carpet.
Synthetic Wicket	A synthetic cricket wicket with concrete base.
Temporary Allocation	A sportsground allocated to a club when the club’s primary

OFFICIAL

Term	Meaning
	sportsground has been closed due to unsuitability or redevelopment works.
Training	Non-competitive activities undertaken to prepare participants for competition.
Turf Wicket	A prepared grass wicket generally used for high-grade cricket competition.
User Group	A group of people who have been granted a seasonal or casual allocation. This includes sports
Winter Allocation	From 01 April to end of the home and away season.

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8. PAVILION & SPORTSGROUND MAINTENANCE GUIDELINES

8.1 PAVILION MAINTENANCE

	Maintenance items	Council Responsibility	Club Responsibility
EXTERIOR	Cleaning (pavilion and grounds)	(inspection undertaken post season)	ALL
	Painting (excluding club signage)	X	
	Roller shutters, grills	X	(repair to be charged to club if deemed at fault)
	Guttering, downpipes, stormwater drains	X	
	Electronic doors	X	Repairs due to club damaged OR foreign locks cut off. Cost of repairs to be charged to clubs.
	Security lighting	X (outside pavilion)	
	Roof repairs/replacement	X	
	Security cameras/alarms		X (Internal only. External = No unless approved by Council)
	Plumbing maintenance (blockages, repairs, and replacements)	X	(repair to be charged to club if deemed at fault)
	Public toilets	X	
	Structural maintenance (including footings, foundations, stumps, windows, walls, external doors)	X	
	Clug signage		
	Graffiti	X	X
	Vandalism	X	
	BBQ (unless in park)		X
	Cleaning		ALL (includes professional steam cleaning)
	Cyclical Painting	X	
	Floors and floor coverings	Changerooms & non-social rooms – repair due to wear and tear	Social room/bar area – Repair due to club damage (consult with Council on replacements)
	Electricity supply mains, switchboards	X	
	Exit signs and Emergency lighting	X	
	Replacement of globes	X	
	Fire prevention e.g. Smoke alarms,	X	

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INTERIOR	fire hoses		
	Fittings	X	X
	Fixtures	X (hard wired to building)	X (all other)
	Equipment	X	
	Heating and Air Conditioning- Replacement	X (In Social Room ONLY)	X (Council managed repairs at club cost)
	Hot Water service	X	
	Grease traps	X	X
	Roof/Ceiling repairs	X	
	Water leakage	*case by case – to be advised by council	
	Window fittings (e.g. blinds)		X
	Electronic doors	X	Repairs due to club damage or the cutting off of foreign locks to be charged to clubs.
	Vandalism (club inflicted)		X
	Bar equipment- repair and replace		X
	Cool Room		X
	Gym-installed by club		X
	Hot Water Urn	X	
	Pest Control	Possums, birds	Rats, mice, insects
	Canteen/Kitchen appliances/items		X

8.2 SPORTSGROUND MAINTENANCE

Maintenance items	Council Responsibility	Club Responsibility
Coaches' boxes	X	
Cricket pitch synthetic	X	
Cricket pitch Gecko covers (install & remove)	X	
Cricket Pitch Rollers	X	
Line Marking	X (Initial line marking only)	X (Re-marking)
Fencing and gates	X	
Football (AFL and Soccer) goal posts	X (Permanent posts installation and removal)	
Scoreboard – install and maintenance		X (requires Council approval)

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Club scorer box		X (requires Council approval)
Sirens		X (requires Council approval)
Sportsground maintenance (i.e. mowing, top dress)	X	
Turf wicket maintenance	X	
Sportsground watering, irrigation, and sprinkler controls	X	
Flagpoles		X
Signage (reserve signage)	X (as approved and installed by Council)	X (erected in conjunction with club activities only)
Cricket nets & batting cages	X	
Synthetic areas	X	
Safe storage of portable goals		X
Cricket net/batting cage power outlet	X	
Crushed rock/ground maintenance – baseball grounds	X	
Sportsground lighting	X (timers, on-going maintenance to ensure 50 lux and globe replacement)	X (upgrades to increase lux level to allow for night matches to be played)

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APPENDIX 1 – CLASSIFICATION OF SPORTSGROUNDS

CLASSIFICATION	A	B	C
Bailey Reserve No.1		X	
Bailey Reserve No.2		X	
Bailey Reserve No.3-4			X
Bentleigh Reserve	X		
Caulfield Park No.1	X		
Caulfield Park No.2		X	
Caulfield Park No.3		X	
Caulfield Park No.4		X	
Caulfield Park No.5			X
Caulfield Park No.6			X
Caulfield Park No.7			X
Centenary Park 1	X		
Centenary Park 2		X	
Duncan Mackinnon Reserve No.1			X
Duncan Mackinnon Reserve No.2			X
East Caulfield Reserve No.1	X		
East Caulfield Reserve No.2			X
E.E.Gunn Reserve No.1	X		
E.E.Gunn Reserve No.2-3			X
Glenhuntly Park		X	
King George Reserve No.1		X	
King George Reserve No.2			X
Koornang Park	X		
Lord Park No.1		X	
Lord Park No.2		X	
Lord Park No.3		X	
Mackie Road Reserve	X		
Moorleigh Reserve	X		
Marlborough Reserve			X
McKinnon Reserve No.1	X		
McKinnon Reserve No.2			X
Murrumbeena Park 1	X		
Murrumbeena Park 2			X
Packer Park	X		
Princes Park No.1	X		
Princes Park No.2		X	
Princes Park No.3			X
Princes Park No.4		X	
Victory Park 1		X	
Victory Park 2		X	

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APPENDIX 2 – CLASSIFICATION OF PAVILIONS

Reserve	Address	Pavilion Classification
Bailey Reserve (Soccer)	East Boundary Road, East Bentleigh	C
Bailey Reserve (Softball)	East Boundary Road, East Bentleigh	C
Bentleigh Reserve	Jasper Road, Bentleigh	B
Caulfield Park No.1	Inkerman Road, Caulfield North	B
Caulfield Park No.2	Inkerman Road, Caulfield North	A
Caulfield Park No.3-4	Inkerman Road, Caulfield North	C
Caulfield Park No.5-7	Inkerman Road, Caulfield North	C
Centenary Park	Brady Road, East Bentleigh	A
Duncan MacKinnon Reserve	North Road, McKinnon	N/A
East Caulfield Reserve	Princes Highway, Caulfield	C
E.E.Gunn Reserve	Malane Street, Ormond	B
E.E.Gunn Reserve (Baseball)	Malane Street, Ormond	C
Glenhuntly Park	Neerim Road, Glenhuntly	B
King George Reserve	East Boundary Road, East Bentleigh	B
Koornang Park	Koornang Road, Carnegie	B
Lord Reserve	Munro Avenue, Carnegie	A
Mackie Road Reserve	Mackie Road, East Bentleigh	A
Moorleigh Reserve	Bignell Road, East Bentleigh	A
Marlborough Reserve	Marlborough Street, East Bentleigh	C
McKinnon Reserve	Tucker Road, McKinnon	B
Murrumbeena Park	Kangaroo Road, Murrumbeena	A
Packer Park	Oakleigh Road, Carnegie	C
Princes Park (Oval 1)	Bambra Road, Caulfield South	B
Princes Park (Oval 2)	Bambra Road, Caulfield South	B
Victory Park	Patterson Road, Bentleigh	A



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June 2026

Fairer access to sportsgrounds

Engagement report



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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Contents

Contents.....2

Executive summary3

Background.....6

Communication and reach8

How we engaged..... 10

What we heard 11

Stakeholder feedback..... 30

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Executive summary

Glen Eira City Council is reviewing how our sportsgrounds are being used to make access fairer, clearer and more sustainable for everyone.

We started in February 2026 by collecting feedback from sports clubs through workshops and a survey to shape the draft *Sportsground and Associated Facilities Allocation Policy*.

The clubs' feedback directly informed the draft policy, which was then presented for broader community engagement.

This engagement asked clubs and the broader community for feedback on the objectives, allocation principles and fee principles drafted in the policy. This feedback will inform how we balance the usage of different clubs, casual users, schools, casual hirers, and other users.

How we engaged

Community engagement ran for one month from 15 April to 13 May 2026.

Opportunities for community feedback included:

-  an online survey on Council's Have Your Say Glen Eira webpage
-  an online social map
-  email, letter or phone call submissions

A broad communications campaign titled *Fairer access to sportsgrounds* reached sportsground users and the broader community through *Glen Eira News*, pop-ups, newsletters, social media, targeted promotions, signage, and local radio.

Who we heard from

We received a total of **269** pieces of feedback, comprised of:

- 238 online survey submissions
- 13 social map comments
- 13 workshop participants from Council's Youth Engagement Team
- 5 emails.

Survey participants reflect Glen Eira's diversity, with representation across age, gender, suburb, identity groups, and sports.

In addition, survey participants identified:

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- The most frequently used parks were Lord Reserve in Carnegie (**26 per cent**), Caulfield Park (**18 per cent**), Duncan Mackinnon Reserve (**16 per cent**), and Princes Park in Caulfield South (**13 per cent**).
- The most commonly played sports were football (**30 per cent**), association football (**27 per cent**), cricket (**23 per cent**), and tennis (**11 per cent**).
- The largest represented age range was 35 years to 54 years (**58 per cent**).
- Women were the most represented gender (**53 per cent**), followed by men (**44 per cent**).
- Most participants lived in Carnegie (**23 per cent**), Bentleigh East (**21 per cent**), Murrumbeena (**12 per cent**), and Bentleigh (**11 per cent**).

What we heard

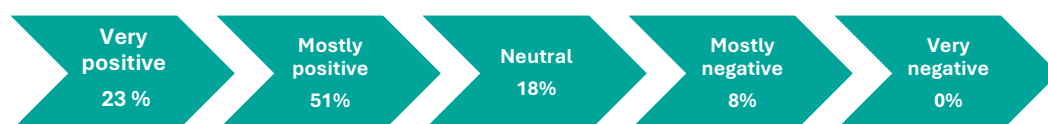
Overall, community feedback demonstrated consistent support for the draft policy's objectives, allocation principles, and fee principles.

- All policy objectives received strong support, with **at least 74 per cent** of survey participants in favour of each objective.
- All allocation principles were similarly well supported, with **at least 74 per cent** participants in favour of each principle.
- The fee principles were supported by a majority, with **at least 63 per cent** of participants in favour.

Analysis of the survey's open-ended responses identified a number of consistent themes and challenges, summarised below:

- support organised sport participation and viability
- prioritise access for casual users, dog walkers and families
- prioritise local clubs and community access over non-local or commercial users
- improve transparency and communication about bookings, decisions and availability
- manage the growing impacts on limited space and infrastructure
- invest in improved infrastructure, maintenance and facilities to meet demand
- reduce conflict between different user groups, most notably organised sport and dog owners.

Most participants said they have positive experiences with using Glen Eira's sportsgrounds:



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Stakeholder feedback

Sports clubs and associations

Feedback from sports clubs showed broad support for the intent and principles of the policy. Clubs generally welcomed moves toward clearer, fairer and more transparent allocation and charging arrangements, while emphasising the importance of affordability, protection of incumbent access, and recognition of volunteer-run club operations.

Common themes included the need for:

- clearer communication and coordination between users
- better recognition of preseason and extended-season activity
- practical treatment of facilities such as lighting and cricket nets
- fee structures to be based on hours of use and facility quality rather than full maintenance cost recovery.

Clubs also highlighted the importance of transparency in decision-making and the need to ensure allocation frameworks can respond to growth in participation, particularly among juniors, women and emerging programs.

Youth Engagement Team

The Youth Engagement Team (YET) supported:

- clearer and more accessible communication about availability of sportsgrounds and use by organised sport
- better coordination between different user groups to support clearer distinction between sport and casual spaces and access
- improvements to facilities and amenity, such as more inclusive and accessible spaces, skate parks and outdoor gyms, lighting outside organised sport times, and quieter areas for casual use.

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Background

Sport and sportsgrounds are important for supporting community health, wellbeing and inclusion. Accessible and well-maintained sports facilities encourage active living, social connection and equitable participation for all ages and abilities.

Council supports local sports clubs through access to Council-managed sportsgrounds and facilities. The *Licensed Sports Club Allocation and Charging Policy* sets out Council's current approach to allocation and fees for access to the grounds by licensed clubs.

Why we engaged now

Over time, sportsground allocations and charges have largely been based on historical arrangements. Feedback from clubs, residents and Council reviews has shown this doesn't always reflect current use or community need and can lead to uneven access or underused space.

In practice, historical allocation arrangements can mean some clubs have more time than they use, while other clubs (including newer or emerging) struggle to access suitable space.

The existing policy expires at the end of the 2025–26 financial year, creating an opportunity to improve Council's approach and better reflect current participation patterns, growth pressures, and community expectations for fairness and sustainability.

Aligning with Council and community

This project sits within Council's broader strategic direction around accessible, well-used community facilities, and the stewardship of public assets (including sustainable surface management and responsible resource use).

Sportsgrounds are shared community infrastructure that support health, wellbeing, social connection and inclusion. As demand grows and expectations change, Council is reviewing the use of sportsground to assess whether they are meeting the needs of the community and users.

The policy review is therefore not only about managing bookings, but about making sure these important local assets continue to serve the community well now and into the future. This means reviewing the approach to fees, considering both the costs of maintenance and feedback from clubs seeking a clearer link between the level of access they receive and the fees they pay.

OFFICIAL**Starting the conversation with clubs**

Council began with targeted engagement with licensed sports clubs and associations in February 2026, as these stakeholders are most directly affected by changes to allocations, fees and implementation arrangements.

Clubs have detailed, practical knowledge of how grounds are used across seasons, where access pressures are emerging, and what support is needed to transition to a fairer system.

By starting with clubs, we also had scope for detailed discussion through workshops, surveys and follow-up feedback, enabling Council to test possible guiding principles, understand trade-offs and build a stronger evidence base before presenting a draft policy to the broader community.

What we heard from clubs

The first stage of engagement confirmed that clubs want a future policy that is clearer, more transparent and more closely linked to demonstrated need and actual usage.

Across workshops, surveys and anonymous comments, clubs consistently highlighted concerns about inconsistent allocation outcomes, difficulty accessing grounds when needed, ageing or inadequate facilities, declining surface quality and growing financial pressure.

Feedback showed strong support for principles such as fairness, inclusive participation, efficient use of limited space, protection of ground condition and greater accountability in decision-making.

Clubs also made it clear that trust in the change process will depend on early communication, visible reasoning, adequate lead-in time and a fair transition approach.

Change guided by feedback

Any policy change needs to be approached with care, recognising both the pressures clubs are under and the broader expectation that public assets should be shared fairly and managed sustainably.

Local clubs are not just service users; they are longstanding community organisations run largely by volunteers, with strong local histories, limited resources and deep connections to members, families and neighbourhoods.

Sportsgrounds are also valued by residents in many different ways, whether for organised sport, informal recreation, social connection or open space. The engagement process was designed to respect these connections, creating a space for two-way conversations to help shape change that is practical, transparent and sensitive to community impact.

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Communication and reach

To support the engagement, Council delivered a broad communications campaign titled *Fairer access to sportsgrounds*. The campaign was designed to raise awareness of the policy review, explain why changes are being considered, and encourage both sportsground users and the wider community to share their views.

A mix of digital, print and in-person channels was used to reach different audiences, with targeted communication to sports clubs alongside broader community promotion to ensure the engagement was visible, accessible and easy to participate in.

Communication activities	Reach
Glen Eira News Article in the April 2026 edition	Delivered to approx. 64,500 residences
Have Your Say engagement page Live with the survey available	Views: 1,245 Surveys: 238 Social map comments: 13 Downloads: 245
Social media: Facebook and Instagram Glen Eira City Council Facebook and Instagram accounts concluded the campaign with 2 posts, including main feeds and stories (2 post, 1 story).	Views: 37,339 Reach: 19,610 Interactions: 107 Link clicks: 270 9.95% engagement rate for FB (300% increase over average)
Community engagement e-newsletter May edition	Recipients: 4,451 Opened: 2,222 Link clicks: 82 Click throughs to engagement: 56
Stakeholder emails Council's Parks Services team sent two notification emails about the engagement to all 50+ clubs and associations in Glen Eira. The Parks Services team is in regular correspondence with all clubs and associations.	Email recipients: 62
Poster Displayed at Council facilities, including Glen Eira Town Hall, pavilions, senior citizens centres, leisure centres, and libraries.	Posters: 70
Postcard Distributed during pop-ups, and shared at Council facilities, including Glen Eira Town Hall,	Postcards: 1,400

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Communication activities	Reach
pavilions, club houses, senior citizens centres, leisure centres, and libraries.	
Service Centre digital screen	On display throughout the engagement period
Website — news item and webpage Website news item on 15 April.	Page views: 65
Radio advertising Announcements on SouthernFM (Monday 4 May) and Golden Days Radio (Saturday 2 May).	SouthernFM approx. listeners: 80k weekly Golden Days Radio approx. listeners: 75k weekly

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How we engaged

The primary engagement activity was an online survey through Council’s Have Your Say platform. A social map on the Have Your Say platform also provided the option for feedback by commenting on locations. Hard copies of this survey were available upon request. We also ran a small workshop with Council’s Youth Engagement Team.

Engagement activities	Number who participated
Have Your Say community survey	Survey submissions: 238
Email submissions	Emails: 5
Have Your Say social map	Comments: 13
Targeted youth group workshop	Participants: 13
Community pop-ups Four pop-ups held across the following locations: - Carnegie Memorial Swimming Pool - Duncan Mackinnon Reserve Pavilion - Glen Eira Sports and Aquatic Centre (GESAC) - Glen Eira City Council Gallery	Conversations: 250 Postcards handed out: 400

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What we heard

The online survey included a total of 16 questions and four sections:

- About you (demographics)
- Your connection with sportsgrounds
- Fairer access
- Fees and charges

The feedback from stakeholder groups is shown after the survey results.

Note: This analysis includes insights generated using AI tools to assist with sentiment classification and theme identification. All findings have been reviewed and interpreted by Council officers to ensure accuracy and relevance.

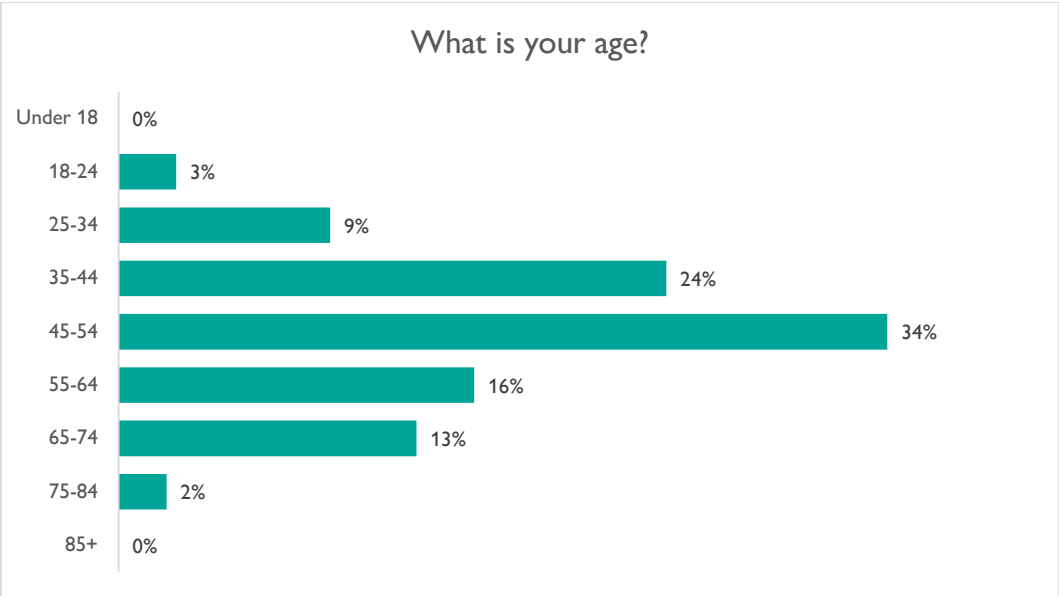
About you (demographics)

These questions helped us understand who we’re hearing from.

Question 1. What is your age?

This was a required question. It was answered by 238 participants (100 per cent)

The largest represented age range was 35 years to 54 years (58 per cent). Under 18 and over 85 age cohorts had no representation in the survey.

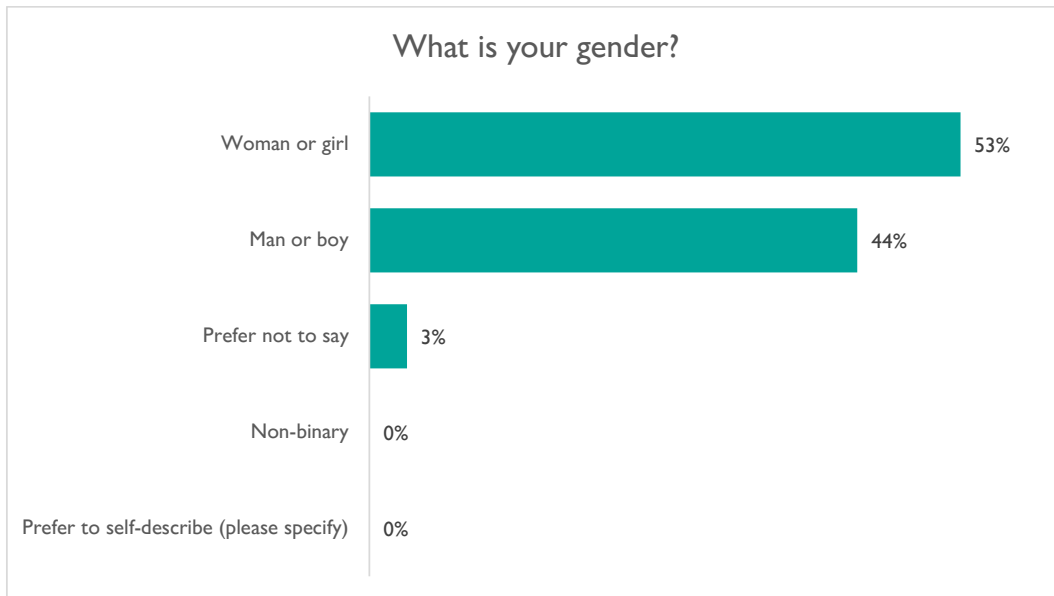


Question 2. What is your gender?

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This was a required question. It was answered by 238 participants (**100 per cent**)

Women were the most represented (**53 per cent**), followed by men (**44 per cent**).

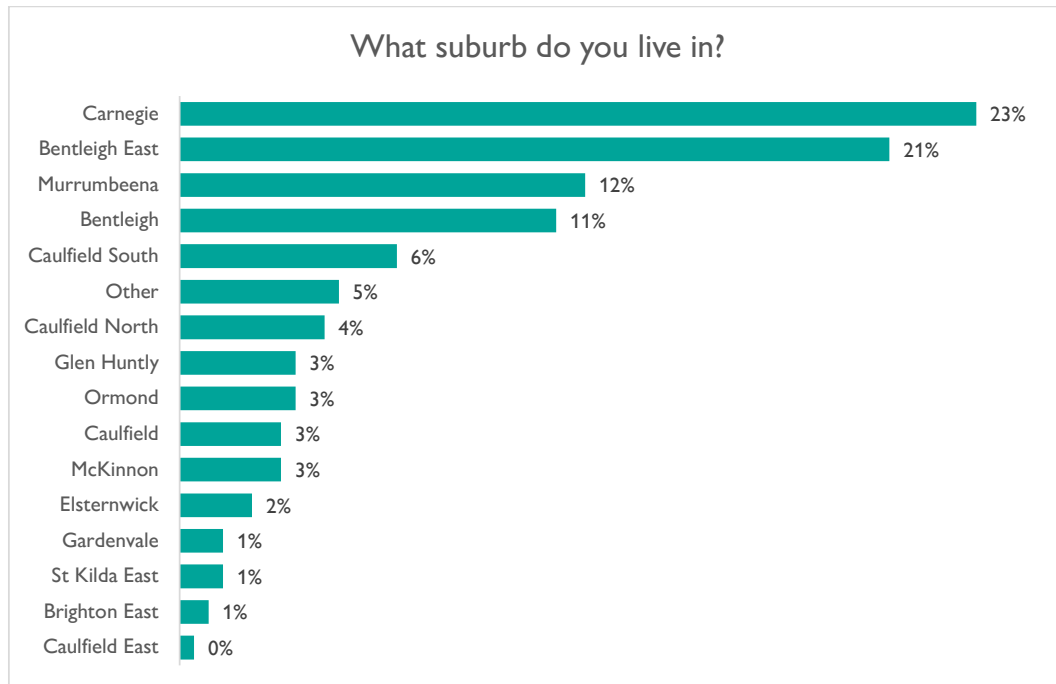
**Question 3. What suburb do you live in?**

This was a required question. It was answered by 238 participants (**100 per cent**)

The highest represented suburbs were:

- Carnegie (**23 per cent**)
- Bentleigh East (**21 per cent**)
- Murrumbeena (**12 per cent**)
- Bentleigh (**11 per cent**)

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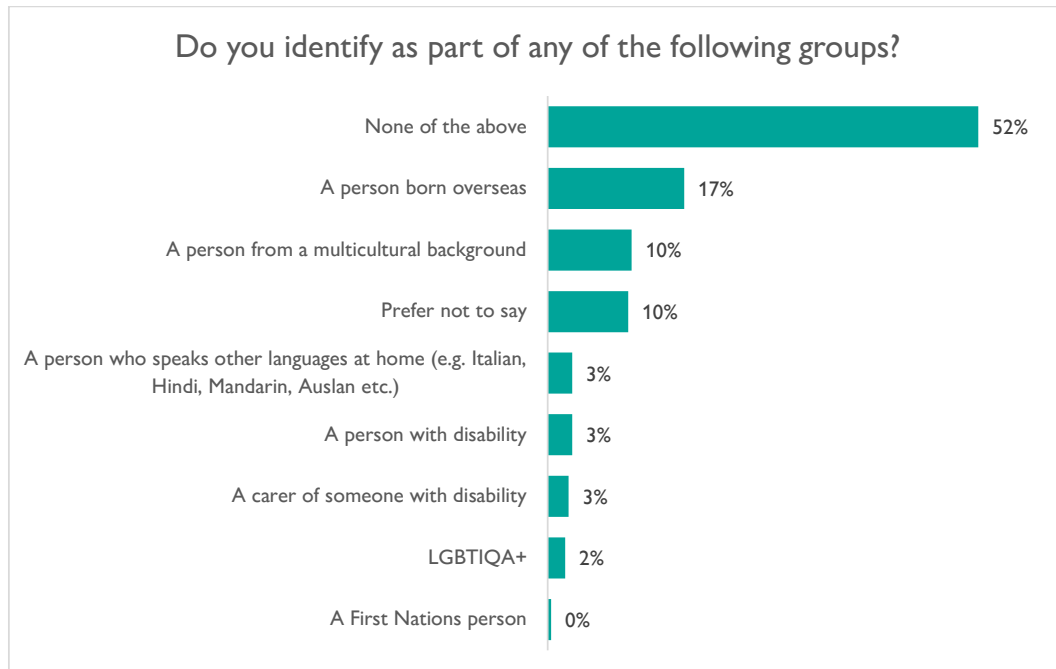
**Question 4. Do you identify as part of any of the following groups?**

This was an optional question. It was answered by 235 participants (**99 per cent**).

Most participants identified as none of the identity groups (**52 per cent**), or preferred not to say (**10 per cent**). The highest represented cohorts were people born overseas (**17 per cent**) or from a multicultural background (**10 per cent**).

The lowest represented cohorts were First Nations people (**0 per cent**) and LGBTIQ+ (**2 per cent**).

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Question 5. If you would like to stay informed about this project, please provide your email here.

This was an optional question, it was answered by 83 participants. This information is private.

Your connection with sportsgrounds

The following information was provided to participants at this part of the survey.

Glen Eira has 19 parks with 43 sportsgrounds. Each park also has at least one pavilion to support the sportsgrounds. The sportsgrounds are outdoor ovals, courts and tracks that support the following sports:

- soccer
- cricket
- football
- netball
- baseball
- softball
- athletics
- Gaelic football
- lacrosse.

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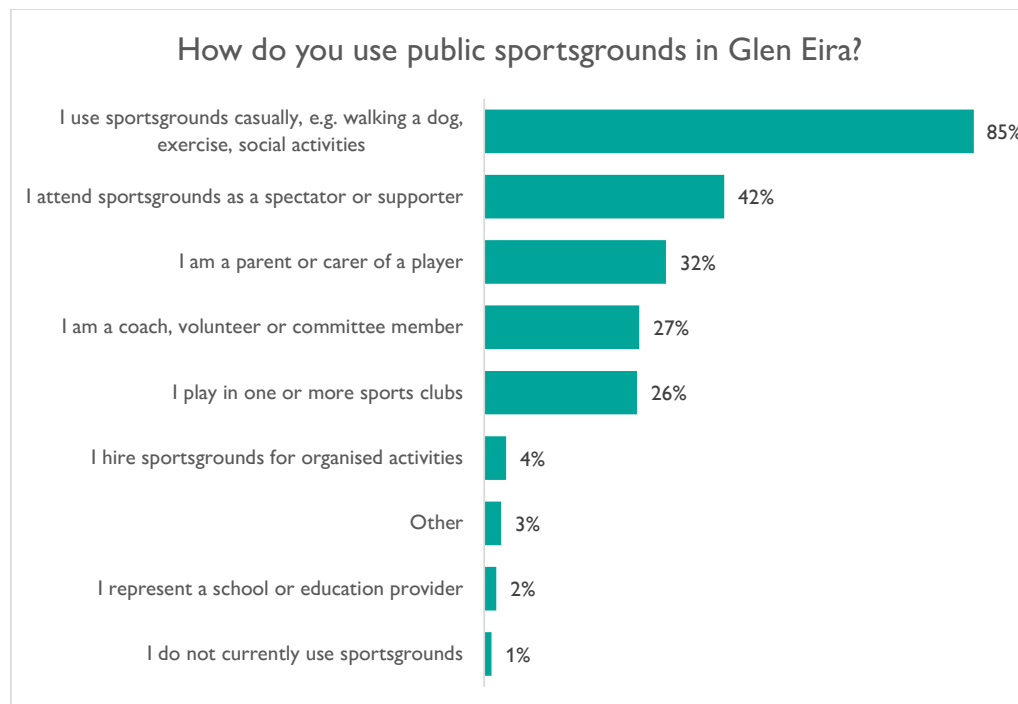
Sports like basketball, tennis, golf, cycling, skating, and lawn bowls are not included in the *Sportsgrounds and Associated Facilities Allocation Policy*. These sports usually have purpose-built facilities that are managed by clubs or associations.

Question 6. How do you use public sportsgrounds in Glen Eira?

This was a required question and allowed participants to select more than one option. It was answered by 238 participants (**100 per cent**)

Results show that sportsgrounds are used in diverse ways, with the majority of participants engaging in informal or casual activities:

- Use sportsgrounds casually, e.g. walking a dog, exercise, social activities were selected by 202 participants (**85 per cent**)
- Attend sportsgrounds as a spectator or supporter was selected by 99 participants (**42 per cent**)
- *Parent or carer of a player* was selected by 75 participants (**32 per cent**)
- *Coach, volunteer or committee member* was selected by 64 participants (**27 per cent**)
- *Play in one or more sports clubs* was selected by 63 participants (**26 per cent**)
- Hire sportsgrounds for organised activities was selected by 9 participants (**4 per cent**)
- *Other* was selected by 7 participants (**3 per cent**)
- *Represent a school or education provider* was selected by 5 participants (**2 per cent**)
- *Do not currently use sportsgrounds* was selected by 3 participants (**1 per cent**)



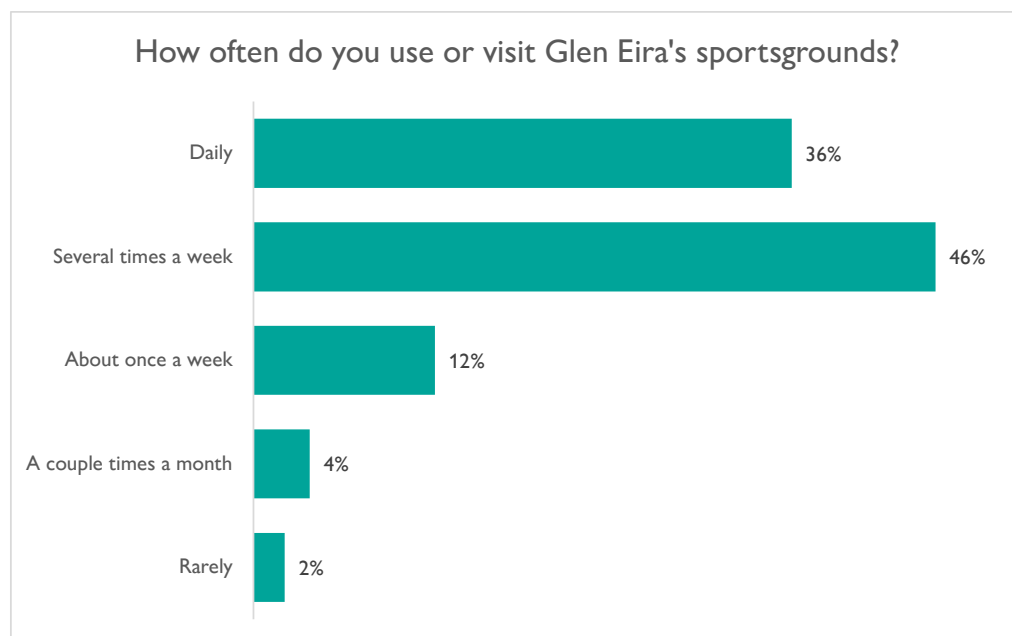
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Question 7. How often do you use or visit Glen Eira's public sportsgrounds?

This was a required question. It was answered by 238 participants (**100 per cent**)

Results show a strong pattern of regular sportsground use:

- *Daily* was selected by 86 participants (**36 per cent**)
- *Several times a week* was selected by 109 participants (**46 per cent**)
- *About once a week* was selected by 29 participants (**12 per cent**)
- *A couple of times a month* was selected by 9 participants (**4 per cent**)
- *Rarely* was selected by 5 participants (**2 per cent**)

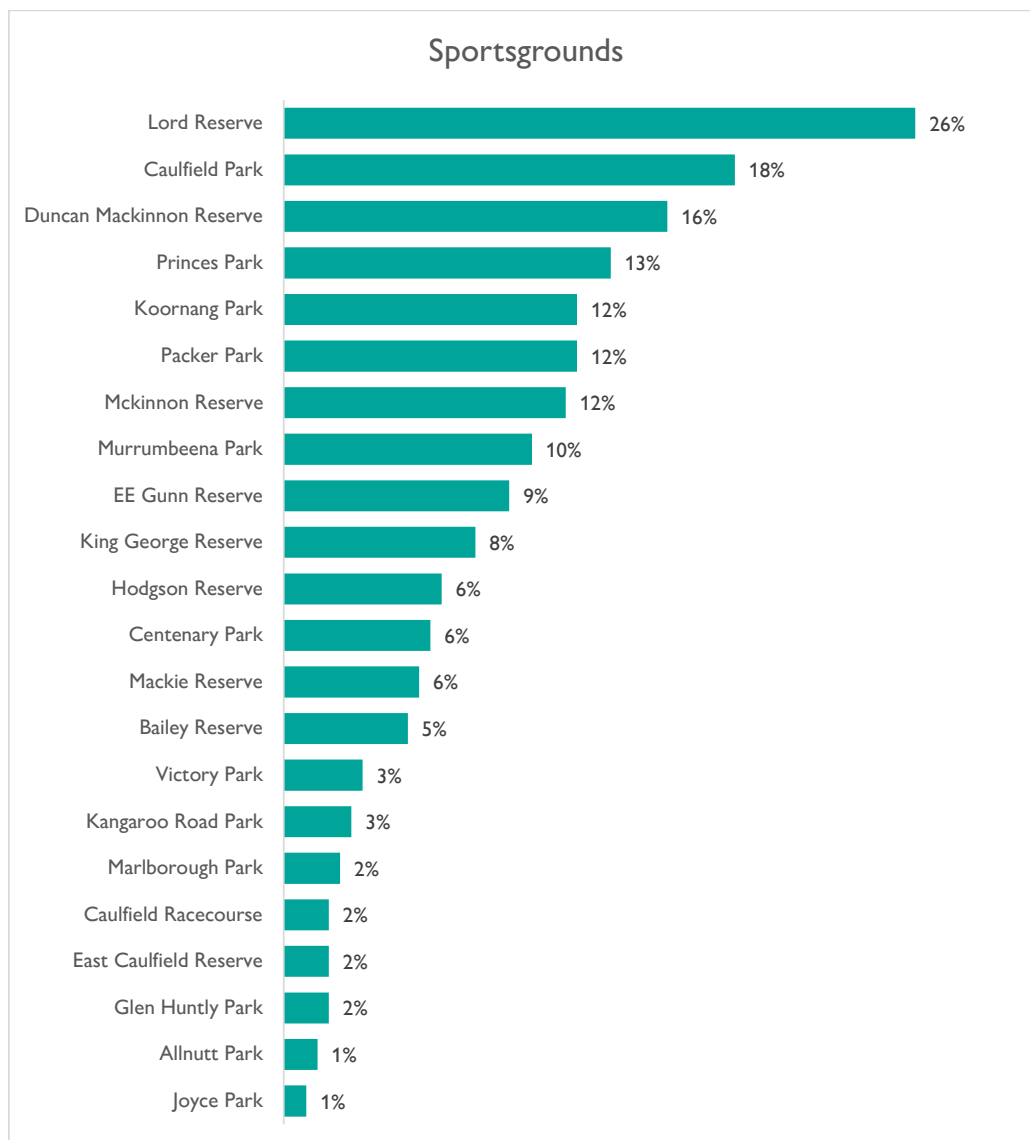
**Question 8. Which Glen Eira sportsgrounds do you commonly use?**

This was an optional question. It was answered by 217 participants (**92 per cent**).

This question allowed participants to write which Glen Eira sportsgrounds they commonly use. The number of times each sportsground was mentioned were:

- *Lord Reserve* in Carnegie is commonly used by 56 participants (**26 per cent**)
- *Caulfield Park* is commonly used by 40 participants (**18 per cent**)
- *Duncan Mackinnon Reserve* is commonly used by 34 participants (**16 per cent**)
- *Princes Park* in Caulfield South is commonly used by 29 participants (**13 per cent**)

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**Question 9. Which sports are you mainly connected to?**

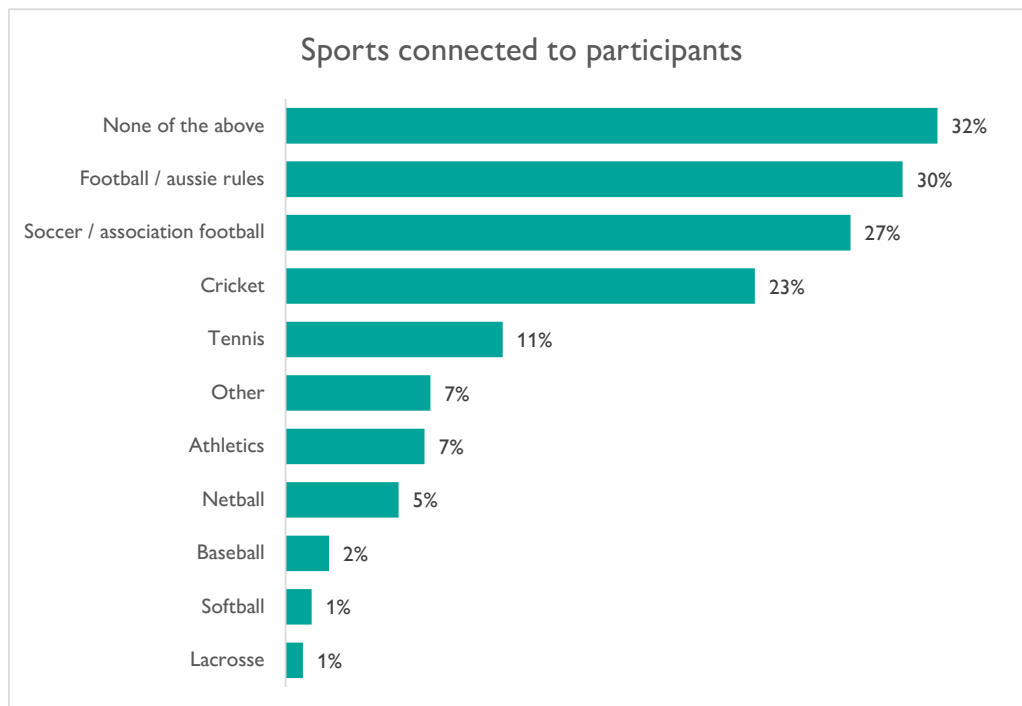
This was a required question and allowed participants to select more than one option. It was answered by 238 participants (**100 per cent**).

The results show a diverse representation of sports:

- *None of the mentioned* was selected by 75 participants (**32 per cent**)
- *Football/Aussie rules* were selected by 71 participants (**30 per cent**)
- *Soccer/Association football* was selected by 65 participants (**27 per cent**)
- *Cricket* was selected by 54 participants (**23 per cent**)
- *Tennis* was selected by 25 participants (**11 per cent**)

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- *Other* was selected by 17 participants (**7 per cent**)
- *Athletics* was selected by 16 participants (**7 per cent**)
- *Netball* was selected by 13 participants (**5 per cent**)
- *Baseball* was selected by 5 participants (**2 per cent**)
- *Softball* was selected by 3 participants (**1 per cent**)
- *Lacrosse* was selected by 2 participants (**1 per cent**)



The option for *Other* allowed participants to write which sports they are mainly connected to. The most common were:

- Dog walking and dog training
- Pickleball

Question 10. Overall, how would you rate your experience using Glen Eira's public sportsgrounds?

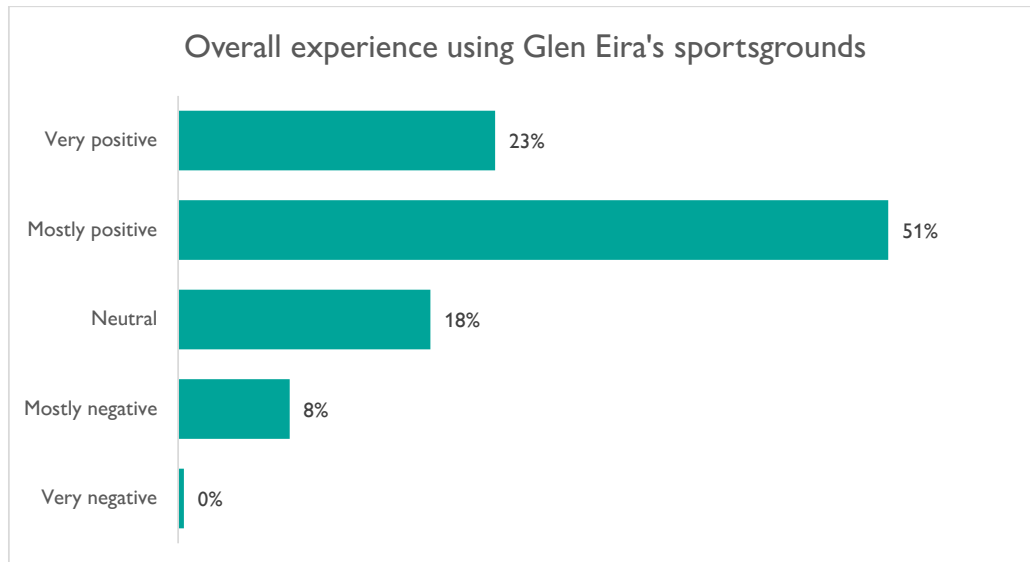
This was an optional question. It was answered by 238 participants (**100 per cent**).

The results show that the majority of participants have a positive experience using sportsgrounds:

- *Very positive* was selected by 54 participants (**23 per cent**)
- *Mostly positive* was selected by 121 participants (**51 per cent**)
- *Neutral* was selected by 43 participants (**18 per cent**)
- *Mostly negative* was selected by 19 participants (**8 per cent**)

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- *Very negative* was selected by 1 participant (**0 per cent**)



Fairer access

Sportsgrounds and facilities are shared between different clubs, schools, and casual usage (like walking dogs and social occasions). Because the demand is high and space is limited, access needs to be fair, balanced, and easy to understand.

Question 11. Do you agree that the following objectives are a fair way to manage Glen Eira's public sportsgrounds?

This was an optional question and asked participants to choose their level of agreement for each of the draft policy objectives if they were a fair way to manage Glen Eira's public sportsgrounds. It was answered by 238 participants (**100 per cent**).

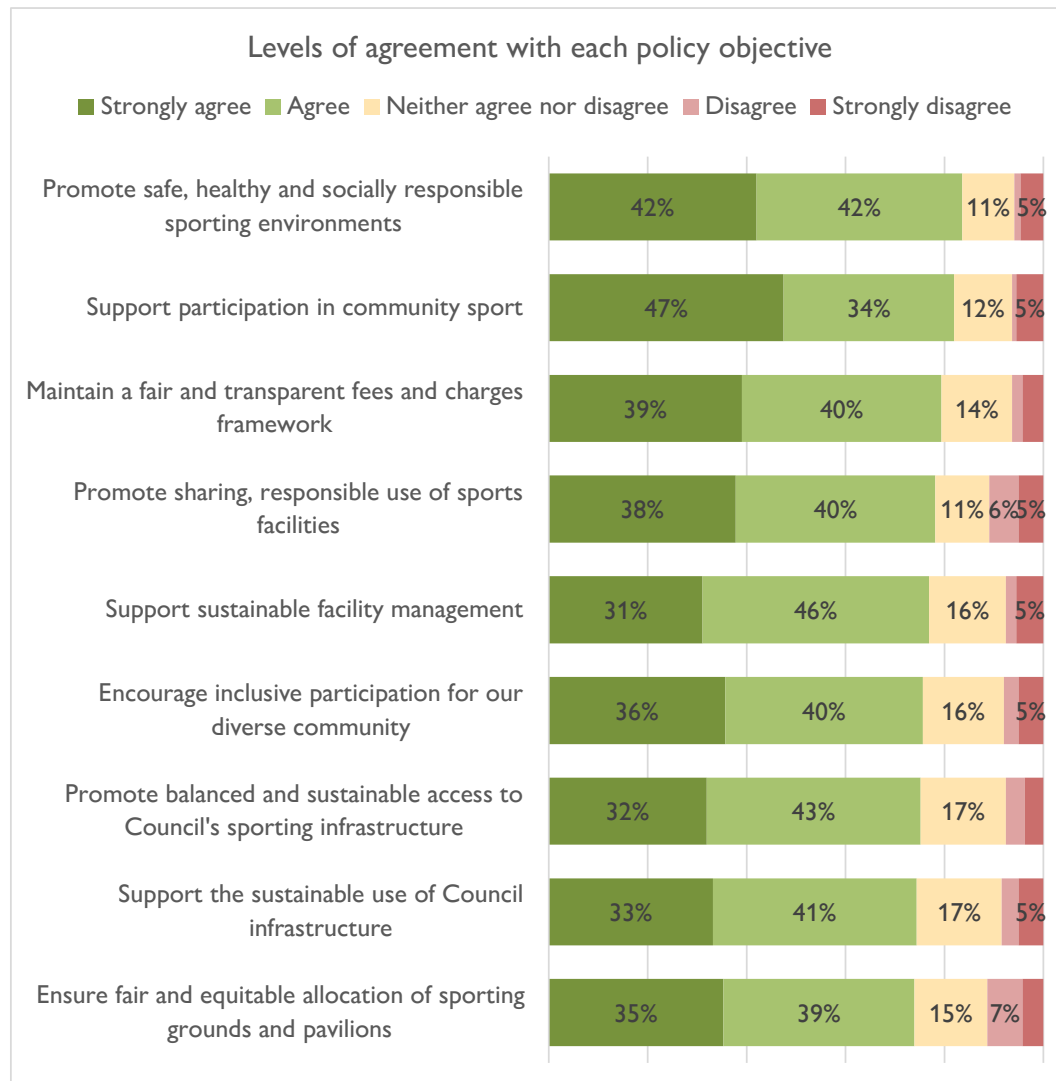
The portion of participants who either *Strongly agree* or *Agree* with each objective is:

- Promote safe, healthy and socially responsible sporting environments — **84 per cent**
- Support participation in organised sport — **82 per cent**
- Maintain a fair and transparent fees and charges framework — **79 per cent**
- Promote sharing, responsible use of sports facilities — **78 per cent**
- Support sustainable facility management — **77 per cent**
- Encourage inclusive participation for our diverse community — **76 per cent**
- Promote balanced and sustainable access to Council's sporting infrastructure — **75 per cent**

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- Support the sustainable use of Council infrastructure — **74 per cent**
- Ensure fair and equitable allocation of sportsgrounds and pavilions — **74 per cent**

The graph shows how often each level of agreement was chosen for each objective. Only ratings with 5 per cent or more are labelled.



Question 12. Are there any other priorities that you think are missing from the list above?

This was an optional question and asked participants to provide any priorities that they thought were missing. It was answered by 120 participants (**50 per cent**).

The priorities have been themed and counted below.

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Key themes on missing priorities	Number of participants
Improve dog management and off-leash options	30
Include walkers and non-sport users explicitly	21
Balance organised sport with casual access	20
Improve facilities, maintenance, and upgrades	18
Prioritise Glen Eira locals and ratepayers	18
Improve safety, lighting, and safe operations	14
No additional objectives suggested	10
Protect environment, trees, and wildlife	9
Recognise volunteers and community sport value	9
Limit non-local, elite, or commercial use	7
Improve disability access and inclusive facilities	6
Manage parking, traffic, noise, and amenity impacts	6
Protect long-standing clubs and continuity	6
Strengthen accountability and respectful behaviour	6
Support women and girls participation and facilities	6
Concerns about survey framing or inclusion language	4
Improve transparency and communication of allocations	4

Representative comments:

“Protecting reasonable casual community access to public open space, including for dog walking, exercise and informal recreation, should be an explicit priority within the policy.”

“Promote equitable access with disability access ramps, toileting and changing facilities.”

“Support casual use for dogs and walkers”

“The Local ovals are often so full up with sports on the weekends, there is no space for me to go and enjoy my local park in peace and quiet. Also I cannot take my dog during sporting events. Which is a LOT of the weekend. As I live with a disability this makes things more difficult for me.”

“Only clubs from Glen Eira should have access to Glen Eira sporting ovals. There are too many clubs from outside the region using our grounds.”

“Stop trying to be inclusive there is no need. World has gone mad and councils in Australia are the biggest problem.”

“I think walking of dogs should be kept away from sporting arena as many owners don't pick up after their dogs. There are many other places for dogs to be walked/exercised that are away from grass sporting arenas.”

“To ensure that park allocations take into account the communities that live in close proximity to the park.”

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“More Access for women in sport. Koornag Park needs to have Netball courts next to the club rooms. There is space to facilitate this & allow for women to have connection to the club & community. Caulfield Bears now has 10 senior womens netball teams. We are unable to play home games as there are no courts next to the football club leading to a lack of connection & community.”

“Recognition and support of what community sport does to build a healthy and vibrant community, and the value of volunteers in particular for the local community.”

“Given the limited space and capacity of the sport ground. Priority should be given to the local community and residents who have been involved and participating clubs already established. Outside clubs or schools outside the precinct should be placed on a waiting list or diverted elsewhere. The sport grounds can’t cope with additional services.”

“Maintenance of the parks has dropped. There are many dead trees in Packer Park that are not cut down or removed. Yet thousands of dollars are spent on sprinkler systems, a yet to be used cycling pavilion, that should have been an extension to the current building making it more dual function rather than exclusive use for cycling. The objectives above do not reflect the investment in the last 12 months.”

“Council need to allocate more Rangers to control dog owners, who don't follow rules.”

Question 13. When we allocate sportsgrounds to clubs, what do you think is important?

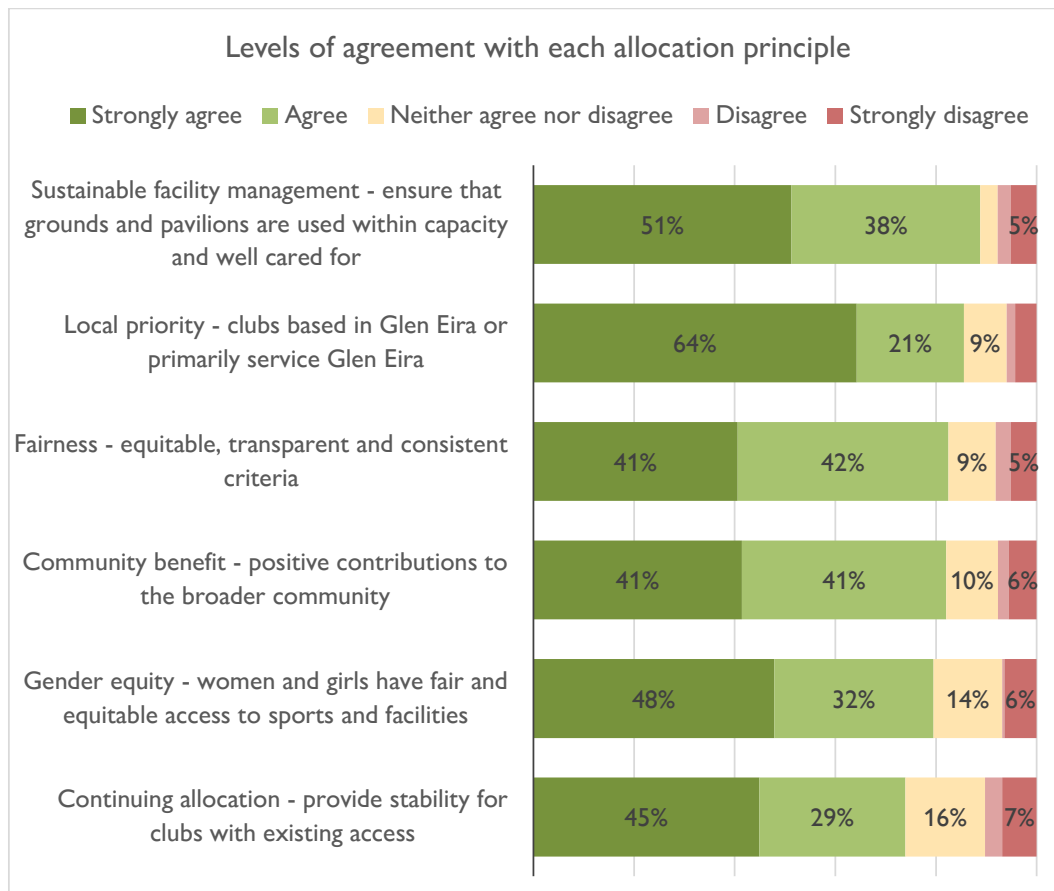
This was an optional question and asked participants to choose their level of agreement with the proposed principles in the policy that would guide how we assess the applications. It was answered by 235 participants (**99 per cent**).

The portion of participants who either *Strongly agree* or *Agree* with each principle is:

- Sustainable facility management — ensure that grounds and pavilions are used within capacity and well cared for — **89 per cent**
- Local priority — clubs based in Glen Eira or primarily service Glen Eira — **86 per cent**
- Fairness — equitable, transparent and consistent criteria — **82 per cent**
- Community benefit — positive contributions to the broader community — **82 per cent**
- Gender equity — women and girls have fair and equitable access to sports and facilities — **79 per cent**
- Continuing allocation — provide stability for clubs with existing access — **74 per cent**

The graph shows how often each level of agreement was chosen for each principle. Only data sections with 5 per cent or higher are labelled.

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Question 14. How can space and time on sportsgrounds be shared fairly between organised clubs and the broader community?

This was an optional question, and asked participants how can space and time be shared fairly between organised clubs and the broader community. It was answered by 147 participants (**62 per cent**).

The priorities have been themed and counted below.

Key themes on missing priorities	Number of participants
Address conflicts between sport and dog users	34
Allocate based on participation and need	30
Improve transparency of bookings and allocation	25
Prioritise existing and long-standing clubs	24
Invest in more space and facilities	23
Balance access between clubs and the broader community	22
Maintain priority for organised sport at key times	20

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Key themes on missing priorities	Number of participants
Support designated times or zones for different users	19
Support flexible and efficient use of space	18
Ensure community access is protected at all times	14
Prevent overuse and ensure fair distribution of space	14
Prioritise local clubs over external users	10
Ensure smaller or emerging sports have fair access	7
Improve coordination consultation and communication	7
Manage impacts on surrounding community	6

Representative comments:

“Should definitely prioritise local groups and prioritise long standing social and sporting clubs.”

“I firmly believe the broader community have more than enough access to sportsgrounds. Very few sportsgrounds are used by organised clubs during weekday working hours and on weekends some sports have “away” games so the grounds are free for the broader community. As for the growing trend to appease some dog owners, there are many spaces dogs can enjoy without encroaching on organised sport. They should definately not take precedence.”

“Post what time in the morning grounds are used at. That way people walking dogs could know where the can go in the morning. Eg sport at King George starts at 8 am this week, I know to walk my dog earlier.”

“The grounds are more than just sport the Council needs to ensure that they are places that provide refuge for the wildlife in the area”

“Have timed sessions for a variety of users”

“Signage with designated times for club usage,”

“Areas permanently free from organised clubs, lighting especially on winter evenings for community to use and be safe, not just lighting for organised clubs.”

“Share with pet owners and parents of young children, often sports club hog the whole ground/s, especially during practice sessions”

“Some ovals are only half used, maybe they can be shared instead of booking entire oval”

“People should clean after their dogs poo or make any mess.if possible they should make special dog play area so rest of park is free from dogs.some dogs misbehave and some time bit people.some people are scared of dogs so that is the reason dogs play area should be special for dogs.some people don’t clean after their dogs poop.”

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“encourage use of facilities for any activities/clubs outside prime time slots. as someone who uses princes park multiple times a day for non-sport activities, it seems those participating in sports all vie for limited prime time slots. outside those times facilities sit idle and unused majority of the time.”

“Ensure organise sports do not overuse and lead to deterioration of the condition of the ground so that the public can't use it too.”

“Girls soccer is growing and there is not currently enough space for training and games given the increasing popularity. We have also tried to increase access for older >35 year olds soccer but have been denied due to no access to grounds”

Fees and charges

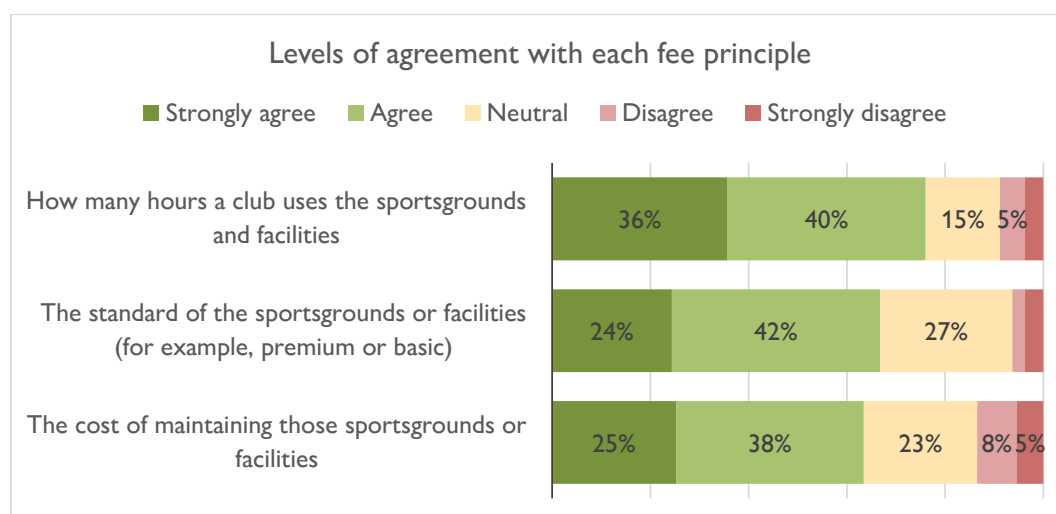
Question 15. Do you think the following factors should help determine the fees for sports clubs?

This was an optional question and asked participants to choose their level of agreement with the factors to help determine the fees for sports clubs. It was answered by 238 participants (**100 per cent**).

The portion of participants who either *Strongly agree* or *Agree* with each factor is:

- How many hours a club uses the sportsgrounds and facilities — **76 per cent**
- The quality of the sportsgrounds or facilities (for example, premium or basic) — **67 per cent**
- The cost of maintaining those sportsgrounds or facilities — **63 per cent**

The graph shows how often each level of agreement was chosen for each factor.



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Question 16. Do you have any other suggestions for how we could more fairly approach fees and charges?

This was an optional question and asked participants how we could more fairly approach fees and charges. It was answered by 102 participants (**43 per cent**).

The priorities have been themed and counted below.

Key themes on missing priorities	Number of participants
Support fees based on hours and space	26
Importance of community and volunteers	22
Suggest fee scaling by club size and memberships	22
Suggest affordability safeguards to support participation	17
Support fair facility grading	15
Suggest sport-specific adjustments	12
Higher fees for non-local, semi-professional, or commercial users	12
User fees for wear and damage	11
Protect inclusive access for women and diverse users	11
Requests for clearer cost transparency	7
Concern about council efficiency and trust	7
Concerns about rates not covering the costs	7
Prefer flexible allocations and sharing unused time	5

Representative comments:

“Greater use should be paid for. It is clear that the more a ground is used the more wear and tear.”

“Fees should reflect volume of use. Larger groups who use a larger allocated space more often per week, should also contribute proportionately more to maintain the grounds and facilities.”

“The type of use that is being sought, e.g. high level vs social. For social and general fitness, the barrier to entry needs to be low, especially in these times of financial difficulty.”

“I think having hours, maintenance, ground standard in the mix are 3 definite factors All in unison. I guess hours a club uses a facility is based upon how many clubs and sports use a specific venue.”

“Give discounts. This screams cash grab.”

“Council has a responsibility to cover some of the costs of maintenance in order to sustain sporting activities which promote a socially inclusive society in the area.”

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“Resident rate payers already contribute to the maintenance of sportsgrounds and pavilions. This is a double up of charges to the community. Any charges should be on a cost recovery basis only and clearly justified. Council need to share the composition of the charges and how they have determined their hourly rates. A lot of smart business leaders from the private sector volunteer at local sports clubs.”

“Answering this question is rather problematic, as there is no visibility as to how council arrives at current charges to clubs for seasonal access. Nor do clubs have a lot of flexibility in their ability to adjust their hours/days/weeks of facility usage, if they want to participate in sporting association fixtured games. Clubs also have little say in when and how council chooses to upgrade grounds and pavilions, and no visibility to the outcomes in terms of cost impact to them when these occur.”

“Fees based on ability of club to support these fees, is the organization not for profit, what is there membership base”

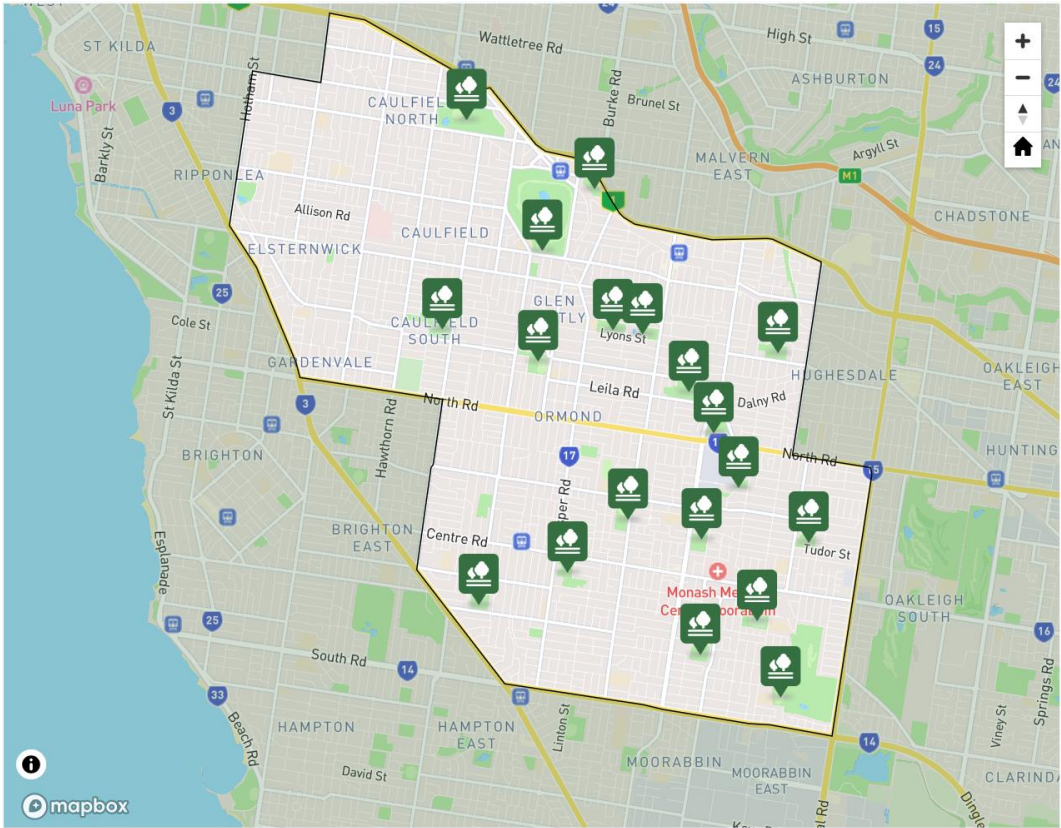
“I would like to see all clubs demonstrate inclusivity and/or contribution to the greater Glen Eira community. They might need support to achieve this and Glen Eira professional staff could support new ventures with guidance and reduced fees.”

“Fees and charges should reflect the scale and intensity of use, while remaining affordable for community-based and volunteer-run clubs. A tiered or usage-based system could provide a fairer outcome, where organisations using more hours or placing greater strain on facilities contribute proportionally more to upkeep and maintenance. Consideration should also be given to the social value provided by clubs, particularly those supporting juniors, accessibility and community participation”

Social map activity

A map of Glen Eira was shown on the Have Your Say page with markers and information for each of the 19 parks that contain sportsgrounds. Participants could click on the markers to leave a comment or rating, or create their own marker in a different area.

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Question. Share a comment on the map

This was an optional question in the social map and asked for feedback about specific sportsgrounds or facilities. It was answered by nine participants who left 13 comments.

The comments and the marked location have been provided below.

Location	Comment
Caulfield Park	<i>“Parking of caravans, trucks and trailers around the park as long term storage isn’t right. It means less parking for those using the park.”</i>
East Caulfield Reserve	<i>“The facilities at this venue leave a lot to be desired. The bathrooms are very dirty and unwelcoming. The fence around the main oval is broken so dogs run onto the grounds when games are on. There is also old bedding and mattresses near the change room entrances which are used by homeless persons and just add to the un-safe, unclean vibe of this reserve. We don't like coming here.”</i>
King George VI Memorial Reserve	<i>“I’m writing to you today with two hats on—as a local dad, and as a resident who just wants to enjoy our local green space. First, the good stuff: as a dad, I absolutely love that my son gets to train and play with his footy club at King George Reserve. The facilities are world-class, and it’s brilliant watching him train with his mates and develop his skills. But I’m also incredibly frustrated. He and I can almost never just show up at the ground and kick a footy around. Between the different age groups training on different days and the constant presence of off-leash dogs, there’s just no</i>

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Location	Comment
	window for casual, unstructured play. Which brings me to my second point: why do we have two dog ovals? Don't get me wrong—I genuinely love dogs. It warms my heart to see the bond between people and their pets. But because both ovals at King George are dog-friendly, the rest of the community is completely locked out of using the grass for anything else. You can't have a family picnic, and you can't just lie on the grass and look at the sky without a dog bounding up to lick your face (or worse, lift a leg near you). It's actively stopping people from enjoying their hobbies. Just the other day, I was trying to fly a kite, and a dog took issue with the 'ripping' noise the wind was making. It decided to attack me and the kite, making a total nuisance of itself. Another time, I watched a kid trying to practice unicycling, but a dog kept chasing him until the poor kid just gave up in frustration and left. We need a better balance. If Council could restrict dogs to just one of the ovals, it would instantly open up the other one for families, kids, and anyone who wants to enjoy some casual recreation without a pet getting in the way. And please, based on past experience, don't just tell me that you will "increase signage." We all know people get used to signs after a week and just ignore them. We need a clear, fair division of the space so everyone can enjoy the park. Thanks for taking the time to read this. I really hope we can find a solution that works for both dog owners, organised sports (i.e. clubs) and the rest of the community."
Lord Reserve	"This is a great facility however the overloaded training sessions and match days make for a very traffic dangerous environment. Rules are consistently ignored by frantic users who leave arrival to the last minute and this causes many close calls and accidents, one today in fact. While a long term plan has the attention of the Traffic team, a short term plan is necessary. A child or other park users will be hit, it is inevitable. Immediate action is required. Council have been informed of this concern for years, it is a shame the process is so very slow. All residents have their version of frustration, let's find a practical solution."
McKinnon Reserve	"The off leash dog area needs a light in winter until 8pm. This is a very popular community meeting place, and would be well utilised"
McKinnon Reserve	"This ground is well utilised, particularly during the Winter season and can get overcrowded at times but the existing clubs work well together. The clubs take pride in the grounds and often take on care of the pavilion, which requires ongoing maintenance, using their own funds."
Murrumbeena Park	"There isn't enough parking on Sundays when the junior footy games are on, people are attending the church held in the community centre etc. It makes local streets very congested and often with people parking on both sides of the streets, the neighbouring streets become one way only"
Packer Park	"More basketball courts"

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Location	Comment
	<i>And more strict rules for the dog owners who do not use a leash into the sports oval."</i>
Packer Park	<i>"Not sure why the new cricket nets / soccer goal/basketball ring were constructed such that you can only use one at a time ie when the cricket nets are being used, you can't use the basketball hoop. Smarter planning could have avoided this"</i>
Packer Park	<i>"Packer Park - can there be additional lights added - particularly around the basketball ring/tennis wall and also the new basketball court that has been installed? Now that we are coming into winter, existing lighting is not sufficient."</i>
Princes Park	<i>"would be good to know during winter if/when the lights will be on"</i>
Princes Park	<i>"in the evenings during the week the park becomes overcrowded as all ovals are used for sport at the same time, leaving no space for other non-sport activities. dogs/owners are squeezed out or forced into small pockets near walking paths. this causes other issues like blocking paths of walkers/runners/cyclists and some instances of dogs chasing runners/cyclists/scooters. some sport participants are also known to become verbally abusive at dog owners if they come near a field when everything is overcrowded"</i>
Princes Park	<i>"Schedule of booked fixtures should be shared with the community. One area of the park and sports grounds should be available to the public during the week to allow public use of the park."</i>

Stakeholder feedback

Written submissions from sports clubs

Four written submissions were received from representatives of sports clubs. A summary of each club's feedback is provided below.

Washington Park Cricket Club

Washington Park Cricket Club expressed strong overall support for the draft policy and user guide, describing them as fair and equitable and supporting their formal adoption through to 2030. The Club commended Council for managing a complex balance between competing users and provided targeted suggestions aimed at improving clarity rather than changing the overall policy intent.

The Club's feedback focused on technical and operational clarity, particularly around cricket nets, preseason and finals training, and fees.

Key suggestions were:

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- Explicitly include cricket nets within summer seasonal allocations, with standard operating hours similar to grounds and pavilions.
- Split preseason training and finals training into separate sections within the User Guide to improve clarity.
- Clearly distinguish responsibilities for preseason practice matches (club-booked) and finals matches (association-booked).
- Avoid fee models based purely on full maintenance cost recovery.
- Prefer a fee structure based on hours of use and facility quality, recognising that facilities are also heavily used by the general community.

Carnegie South Cricket Club

Carnegie South Cricket Club indicated support for the general approach. They agreed with various particulars in the approach to fees, like the incorporation of the utilities charges into the base rate and separating out oval costs, pavilion costs, turf wicket costs, and lighting costs to reflect actual usage.

However, they emphasised that affordability remains a key concern, and that any significant increase in total costs would be problematic for volunteer-run community clubs.

Glen Eira Football Club

Glen Eira FC provided a detailed submission supporting the intent and principles of the draft policy, particularly fairness, sustainability, shared use and inclusive participation.

While supportive, the Club identified several areas where greater clarity, flexibility and recognition of changing participation patterns would strengthen outcomes.

Key issues included:

- Explicitly recognise junior and female participation growth as a weighting factor in allocation decisions.
- Treat preseason access as an essential participation period, not a discretionary add-on.
- Provide greater flexibility for summer and extended-season access, reflecting evolving competition calendars.
- Improve transparency by publishing clearer assessment criteria, weightings and post-allocation feedback.

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- Prioritise Glen Eira-based clubs for access to premium and alternative facilities, particularly during constrained periods.
- Minimise fees and ensure lighting access is affordable, recognising its importance for winter participation and broader community use.
- Address facility condition issues, particularly at Marlborough Street Reserve, which was identified as no longer fit for purpose.

Bentleigh Cricket Club

Bentleigh Cricket Club expressed general support for Council's current approach and the proposed policy direction. The Club indicated it understands the allocation process, values the opportunity for regular dialogue with Council, and is comfortable with the policy largely remaining as it is. Recent infrastructure improvements, particularly the additional cricket nets at Bentleigh Reserve, were noted as a positive step that will support future participation and training needs.

The Club's key concerns relate to practical coordination and protection of incumbent club access.

Key suggestions were:

- Improve communication and notifications between clubs to avoid clashes.
- Ensure historical use and long-standing club presence are appropriately recognised in allocation decisions.
- Recognise that match bookings need to cover set-up and warm-up time, not just match play.
- Recognise the club's social activities in pavilion rooms.
- Support greater flexibility and cooperation between summer and winter clubs to manage preseason access and seasonal transitions, with Council oversight rather than prescriptive controls.

Survey responses from coaches, volunteers or committee members

The engagement survey had 64 participants who identified as a coach, volunteer or committee member. The following charts represent survey feedback of the coaches, volunteers and committee members on the policy objectives, allocation principles, and fee principles.

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Question 11. Do you agree that the following objectives are a fair way to manage Glen Eira's public sportsgrounds?

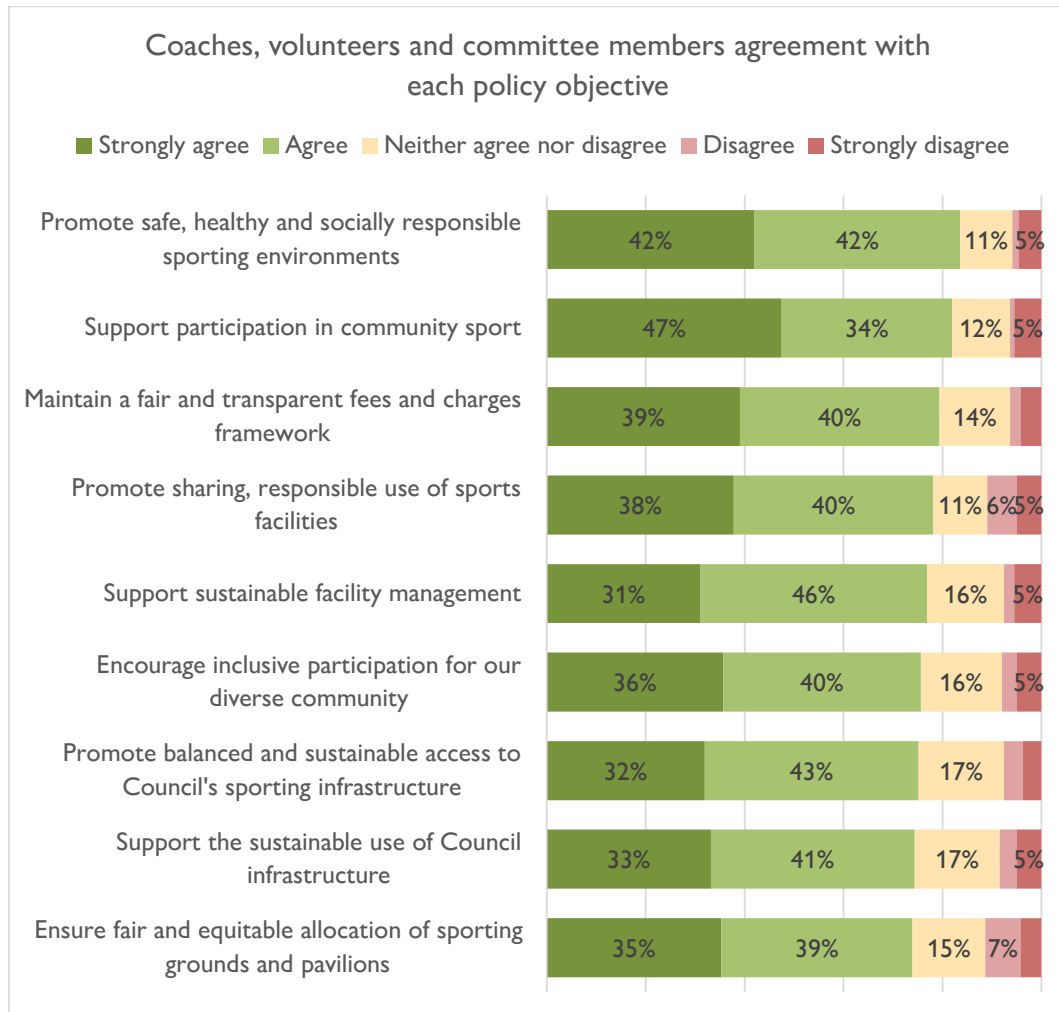
This was an optional question and asked participants to choose their level of agreement for each of the draft policy objectives if they were a fair way to manage Glen Eira's public sportsgrounds. It was answered by 64 coaches, volunteers or committee members (**100 per cent**).

All objectives received consistent support from participants. The top three objectives rated by participants, as indicated by the portion who either *Strongly agree* or *Agree*, were:

- Promote safe, healthy and socially responsible sporting environments — **84 per cent**
- Support participation in organised sport — **81 per cent**
- Maintain a fair and transparent fees and charges framework — **79 per cent**

The graph shows how often each level of agreement was chosen for each objective. Only ratings with 5 per cent or more are labelled.

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Question 13. When we allocate sportsgrounds to clubs, what do you think is important?

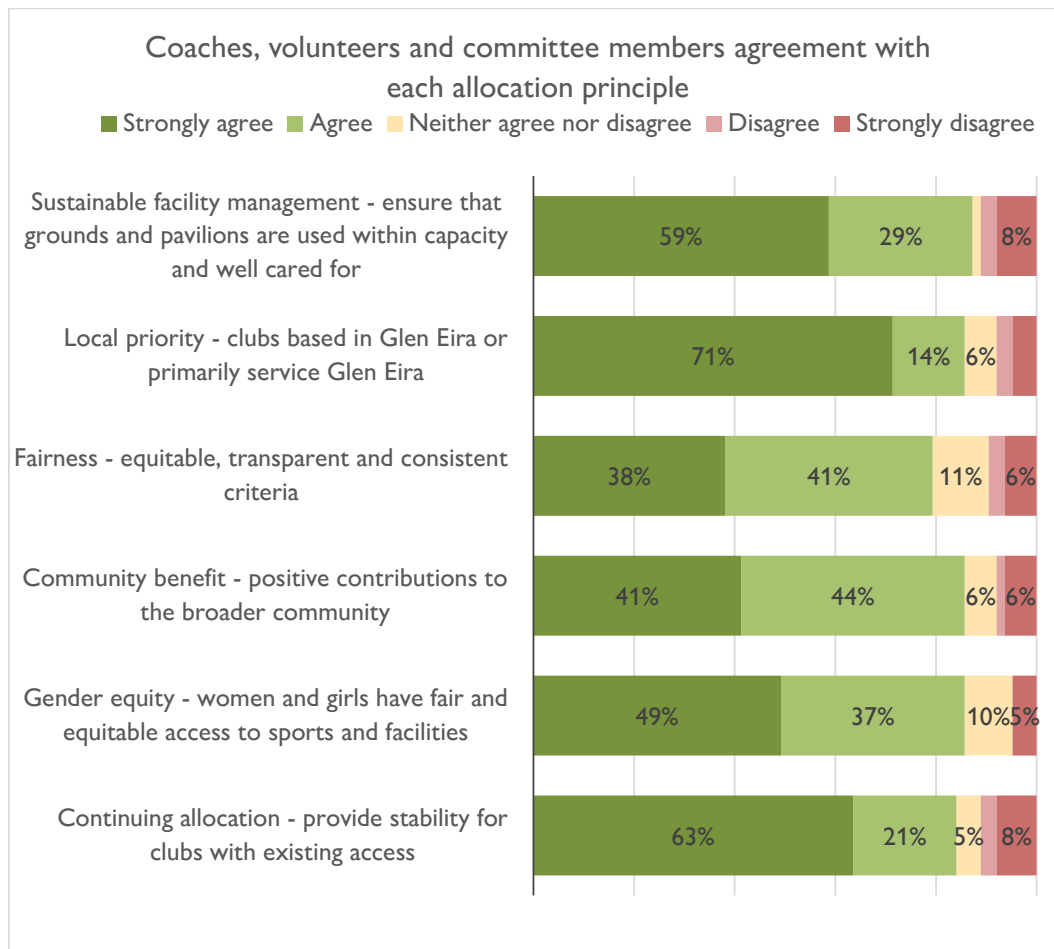
This was an optional question and asked participants to choose their level of agreement with the proposed principles in the policy that would guide how we assess the applications. It was answered by 63 coaches, volunteers or committee members (**98 per cent**).

All principles received consistent support from participants. The top four principles rated by participants, as indicated by the portion who either *Strongly agree* or *Agree*, were:

- Sustainable facility management — ensure that grounds and pavilions are used within capacity and well cared for — **88 per cent**
- Gender equity — women and girls have fair and equitable access to sports and facilities — **86 per cent**
- Local priority — clubs based in Glen Eira or primarily service Glen Eira — **85 per cent**
- Community benefit — positive contributions to the broader community — **85 per cent**

The graph shows how often each level of agreement was chosen for each allocation principle. Only ratings with 5 per cent or more are labelled.

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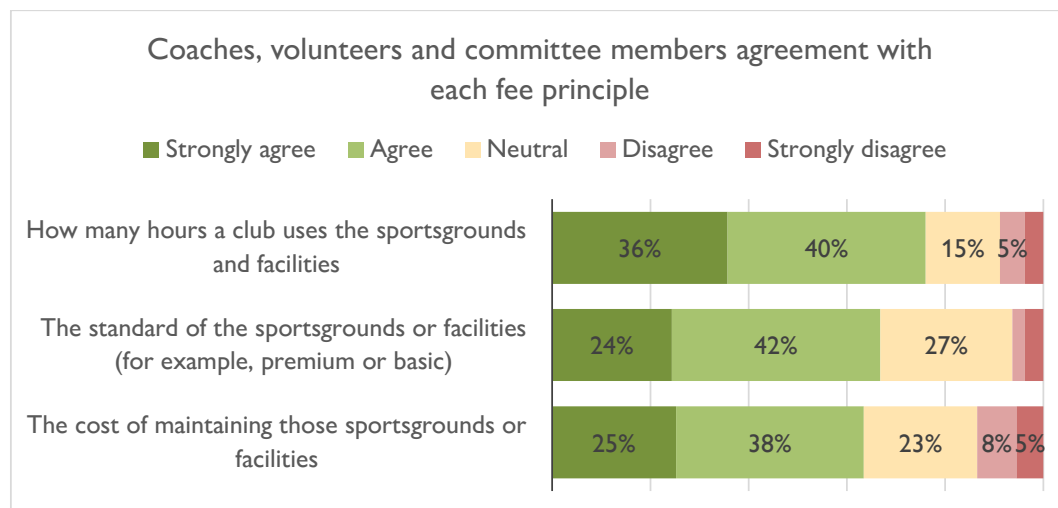
Question 15. Do you think the following factors should help determine the fees for sports clubs?

This was an optional question and asked participants to choose their level of agreement with the factors to help determine the fees for sports clubs. It was answered by 64 coaches, volunteers or committee members (**100 per cent**).

All principles received consistent support from participants. The ratings of principles, as indicated by the portion who either *Strongly agree* or *Agree*, were:

- How many hours a club uses the sportsgrounds and facilities — **76 per cent**
- The quality of the sportsgrounds or facilities (for example, premium or basic) — **66 per cent**
- The cost of maintaining those sportsgrounds or facilities — **63 per cent**

The graph shows how often each level of agreement was chosen for each fee principle. Only ratings with 5 per cent or more are labelled.



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Feedback from the Youth Engagement Team

Council sought feedback from the Youth Engagement Team (YET) through a facilitated Menti (anonymous group feedback) activity. The YET is comprised of active youth advocates and leaders aged 18 to 25 who collectively provide a stronger voice to Council and create better outcomes for young people in Glen Eira.

The session explored how 13 YET members use sportsgrounds and open space, how they feel about current access and facilities, and their views on how sportsgrounds should be shared in the future.

What we heard

Overall, YET participants use sportsgrounds and open space primarily for casual, social and wellbeing purposes, such as walking, meeting friends, exercising and spending time outdoors. Participants generally feel safe and welcome in local sportsgrounds, but perceptions of fairness in how spaces are shared were slightly lower than other measures.

Young people highlighted the importance of clearer communication about when organised sport is using grounds, better coordination between different user groups, and having a mix of spaces that cater for both organised sport and casual use. There was also strong interest in improved facilities, including skate parks, outdoor gyms, lighting outside organised sport times, and more inclusive and accessible spaces.

Question 1. Which open spaces or sportsgrounds do you use?

The open text responses have been grouped into themes below, along with examples and the number of 'Likes' for each theme.

Theme	Examples	Likes
Named reserves and parks	EE Gunn Reserve, Caulfield Park, Duncan MacKinnon Reserve, Princes Park, Joyce Park, Packer Park, Greenmeadows Park, McKinnon Reserve, Allnutt Park, Lord Reserve	25
General open space types	Parks, walking trails, playgrounds, ovals, skate parks	19
Do not use open spaces or sportsgrounds	"None", "I do not use open spaces or sportsgrounds"	2
Other local places	Carnegie Station bike track	1
Access challenges noted	Difficulty accessing reserves during sports events	1

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Question 2. What do you usually use the open spaces/sportsgrounds for?

The open text responses have been grouped into themes below, along with examples and the number of 'Likes' for each theme.

Theme	Examples	Likes
Walking and casual strolling	Walking, walks, walking with a friend, walking exercise	10
Social connection and hanging out	Hanging out, meeting friends, catching up, socialising, social events, chilling	6
Organised sport and sport-like activities	Footy, cricket, pickleball, skate practice	5
Breaks and wellbeing	Lunch break, taking a break, mindfulness, getting fresh air	4
Play and informal recreation	Playgrounds, playing in the playground, playing games with mates	3
Other	Bike riding, photography, drinking water	3
Nature and passive enjoyment	Enjoy nature, sitting	2
Exercise and fitness	Exercise	2
Dog walking	Walking the dog	2

Question 3. How do you feel about your local sportsgrounds?

This question asked participants to rate on a scale of 'strongly disagree' to 'strongly agree' whether they agree with each statement. In the below table, a rating of 0 is strongly disagree, and 10 is strongly agree.

Statement	Average rating out of 10
They feel safe using them.	8.8
I feel welcome and included there.	7.5
They are easy to access when I want.	8.7
The facilities and spaces meet my needs.	7.7
They are shared fairly among the community.	6.6

Question 4. How can we improve sportsgrounds in the future?

The open text responses have been grouped into themes below, along with examples and the number of 'Likes' for each theme.

Theme	Summary of feedback	Likes
More and different facilities	Playgrounds for adults, more skate parks, outdoor gyms, dedicated sportsgrounds	4
Accessibility and inclusion	Better access for people with special needs	1
Amenity and quiet spaces	Quieter areas away from large events while still being outdoors	1

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Theme	Summary of feedback	Likes
Lighting and safety	Lighting available when there is no organised sport	1
Communication and coordination	Clearer communication between groups who share spaces	1
Time and space allocation	Allocated times and places for different uses	1
Expanding access	Public access to school sportsgrounds after hours	1

Question 5. How should we balance organised sport with casual use?

The open text responses have been grouped into themes below, along with examples and the number of 'Likes' for each theme.

Theme	Summary of feedback	Likes
Communication and transparency	Clear information about when grounds are in use, better communication channels, clear website for availability	5
Time allocation and structured sharing	Defined time allocations, suggested 80/20 split favouring organised sport	3
Different parks for different purposes	Some parks more sport-focused, others prioritising casual use	1
Behaviour and conflict management	Clear expectations to reduce conflict between user groups	1
Fees and charging considerations	Balance influenced by how much clubs are charged	1
Community input	Casual users' feedback should influence decisions	1

Written submission from a resident

We received one emailed submission about the project from a resident.

A local resident and user of Lord Reserve in Carnegie raised safety concerns and suggested the policy make the *Good Neighbourhood Program* mandatory. The resident raised the following:

- The car park in Lord Reserve is unsafe, with parking and traffic rules frequently ignored.
- Mulch in the car park has reduced available space and worsened safety risks.
- There are limited communications between tenant sporting clubs and nearby residents.
- Item 4.4 of the policy, the *Good Neighbour Program*, should be mandatory rather than encouraged, noting that proactive communication from clubs can significantly reduce neighbour frustration.

10.4 CAULFIELD CIVIC PRECINCT CONCEPT PLAN

Author: Leigh Northwood, Manager Strategic Property

Director: Rosa Zouzoulas, Director Planning and Place

Trim No: 26/1199574

Attachments: 1. Caulfield Civic Precinct Concept Plan [↓](#)

EXECUTIVE SUMMARY

The Concept Plan establishes a long-term vision for the Caulfield Civic Precinct and a framework for future decision-making. It focuses on improving connectivity, safety, accessibility and activation, with the aim of increasing utilisation and community benefit from existing Council-owned assets.

A key focus of the Concept Plan is creating a public realm that better supports adaptive re-use opportunities within Oak Tree House and surrounding community buildings. The Plan recognises that adapting buildings for future community use will require corresponding improvements to the surrounding public realm, pedestrian connections and opportunities for activation.

The Plan seeks to:

- strengthen wayfinding and civic identity;
- improve lighting and safety treatment;
- provide greater emphasis on barrier removal and connectivity;
- provide for the inclusion of LED “What’s On” signage and Israel Peace Garden improvements; and
- identify opportunities for trial activation and pedestrian-priority initiatives.

The Concept Plan establishes a precinct-wide vision, with the library, Maternal and Child Health (MCH) and Oak Tree House precinct.

Consistent with Council's *Financial Sustainability Strategy*, the Concept Plan adopts a staged roll out based with low cost initiatives being able to be implemented in earlier stages. This enables Council to test activation, community use and operational outcomes before considering larger-scale capital investment.

The Concept Plan is conceptual only. It does not include detailed design or costings and does not approve capital works or funding. Adoption provides a strategic framework to guide future decision-making. Any progression would require detailed design, costing and business case development for consideration through the Strategic Asset Reserve (SAR) process and Council's broader budget prioritisation framework. Adoption of the Concept Plan does not indicate a commitment to deliver any works

RECOMMENDATION

That Council:

1. Adopts the **Caulfield Civic Precinct Concept Plan** attached to this report.
2. Notes that any future progression of projects identified within the Concept Plan will require:
 - a. detailed design and technical investigation;

- b. preparation of detailed cost estimates and a business case; and
- c. consideration through Council's Strategic Asset Reserve (SAR) process and annual budget prioritisation framework.

BACKGROUND

Council's *Annual Action Plan 2025–26* includes *Action 2.2.5 to plan for the Town Hall precinct to optimise connectivity, access and community use*. The project also supports implementation of the *Strategic Property Plan* by exploring opportunities to improve the performance, accessibility and community benefit of Council-owned civic assets.

The precinct contains a concentration of civic and community facilities including the Town Hall, library, Oak Tree House, Maternal and Child Health (MCH) facilities and surrounding open space. While these assets play an important civic role, the precinct has evolved over time in a fragmented manner and contains a range of physical and operational barriers that limit community use, pedestrian connectivity and activation.

The key issues identified for improvement include:

- improving pedestrian safety and accessibility;
- strengthening wayfinding and civic identity;
- removing barriers and connecting public spaces;
- activating under-utilised areas; and
- testing low-regret interventions before considering larger-scale investment.

To guide the concept planning process, a set of design principles was established and tested. These principles guided the assessment and refinement of concept options and ensured the Concept Plan responded consistently to the key issues identified across the precinct.

The principles focus on:

- shared and multi-functional civic space;
- connectivity, legibility and accessibility;
- removal of physical and visual barriers;
- a consistent civic identity and landscape character;
- sustainability and climate responsiveness;
- celebration of heritage and civic identity; and
- low-regret, future-ready investment.

These principles informed the refinement of the final Concept Plan and the prioritisation of proposed actions.

ISSUES AND DISCUSSION

The Concept Plan establishes a long-term vision for the Caulfield Civic Precinct and a framework for future decision-making. It focuses on improving connectivity, safety, accessibility and activation, with the aim of increasing utilisation and community benefit from existing Council-owned assets.

A key focus of the Concept Plan is creating a public realm that better supports adaptive re-use opportunities within Oak Tree House and surrounding community buildings. The Plan recognises that adapting buildings for future community use will require corresponding

improvements to the surrounding public realm, pedestrian connections and opportunities for activation.

Priority Implementation Focus

While the Concept Plan applies to the broader precinct, the library, MCH and Oak Tree House area is identified as the preferred initial focus for investigation and trial initiatives because it:

- directly supports adaptive re-use of under-utilised buildings;
- addresses key pedestrian safety and access issues;
- improves connections between buildings and open space; and
- provides the most immediate opportunity to test activation and shared civic space outcomes.

This targeted approach directs early effort to the area with the greatest opportunity to deliver improvements in safety, accessibility, utilisation and community benefit.

Staged Delivery Framework

The Concept Plan adopts a staged approach consistent with Council's *Financial Sustainability Strategy*.

Short-Term Actions focus on:

- barrier removal;
- wayfinding and signage;
- lighting upgrades;
- landscape improvements;
- activation initiatives; and
- pedestrian-priority trial treatments.

Several initiatives are proposed as trials to test community use, activation and operational outcomes. These results would inform any future decision regarding larger-scale investment.

Long-term actions include more substantial public realm improvements, which would only be considered subject to the outcomes of earlier interventions, competing priorities and future funding availability.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The Concept Plan supports Council's climate objectives by:

- retaining and enhancing tree canopy where possible;
- increasing opportunities for walking and pedestrian movement;
- improving landscape resilience;
- encouraging adaptive re-use of existing assets; and
- promoting climate-responsive landscape design.

Detailed climate measures would be considered during any future design development process.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The Concept Plan is currently unfunded and does not approve or commit Council to any capital works. Adoption of the Concept Plan provides a strategic framework only. Any future progression would require:

- detailed design and technical investigation;
- preparation of cost estimates and a business case; and
- consideration through the Strategic Asset Reserve (SAR) process and Council's broader budget prioritisation framework.

This approach ensures that any future investment is assessed alongside Council's competing priorities and within Council's financial sustainability settings.

The Concept Plan focuses on practical, staged and low-regret initiatives that improve the performance and utilisation of existing assets, allowing future investment decisions to be informed by evidence, testing and demonstrated outcomes.

The Concept Plan supports Council's strategic risk management approach by reducing exposure to long-term financial and asset risks through staged, evidence-based decision making. It aligns with the following Strategic Risks:

SR-32 – Financial sustainability risk (*Risk event: Council is unable to maintain financial sustainability*)

Future progression of the Concept Plan would require prioritisation through the Strategic Asset Reserve and Council's broader capital framework. The staged, low-regret approach limits early financial exposure and ensures that any future investment is supported by evidence, business cases and demonstrated community benefit.

SR-33 – Delivery of strategic priorities (*Risk event: Council's strategic priorities and commitments are not achieved*)

Adoption of the Concept Plan establishes a strategic framework only. There is a risk that expectations may exceed Council's capacity to deliver. This is mitigated through a staged approach, alignment with the *Community Infrastructure Plan* (under development) and future decision points tied to funding and business case development.

SR-35 – Asset lifecycle and infrastructure risk (*Risk event: Council infrastructure assets are not adequately maintained or managed over their lifecycle*)

The Concept Plan responds to risks associated with under-utilised and ageing assets within the precinct. Improving utilisation and functionality will help avoid ongoing lifecycle costs without corresponding community benefit, with a focus on activation and adaptive re-use of existing buildings

POLICY AND LEGISLATIVE IMPLICATIONS

The Concept Plan aligns with:

- *Council Plan 2025–2029*;
- *Annual Action Plan Action 2.2.5*;
- *Strategic Property Plan 2025-2030*;
- *Community Infrastructure Plan (under development)*; and
- *Asset Management Framework*.

There are no direct legislative implications associated with adoption of the Concept Plan.

COMMUNICATION AND ENGAGEMENT

Consistent with all capital works projects, following adoption of the Concept Plan, detailed design will be undertaken. It is anticipated that targeted engagement will occur at this stage to inform the design and respond to further opportunities and enhancements.

LINK TO COUNCIL PLAN

Strategic Direction 2: Diverse, welcoming and accessible places

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

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The Caulfield Civic Precinct Concept Plan delivers *Council Plan Action 2.2.5* and establishes a strategic framework to guide the future evolution of the precinct.

It addresses key issues relating to connectivity, safety, accessibility, fragmented public realm and under-utilised buildings, while aligning with the *Strategic Property Plan* and emerging *Community Infrastructure Plan*.

The Concept Plan identifies opportunities to improve the performance, accessibility and community use of the precinct, including supporting adaptive re-use of existing Council-owned buildings. It also identifies the library, MCH and Oak Tree House area as the logical focus for initial investigation and trial initiatives.

CAULFIELD CIVIC PRECINCT CONCEPT PLAN

August 2026



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

TABLE OF CONTENTS

SUMMARY	PG. 3
COUNCILLOR FEEDBACK	PG. 4 - 5
CAULFIELD CIVIC PRECINCT CONCEPT PLAN - SHORT TERM ACTIONS	PG. 6
LIBRARY, MCH & OAKTREE HOUSE PRECINCT - ZONE 1	PG. 7
LIBRARY, MCH & OAKTREE HOUSE PRECINCT - ZONE 1 - EXAMPLE IMAGES	PG. 8-9
HAWTHORN ROAD FRONTAGE (NE CORNER) - ZONE 2	PG. 10
JAPANESE GARDEN AND MAIN CARPARK - ZONE 3	PG. 11
SAMPLE PLANTING PALETTE	PG. 12 -13
CAULFIELD CIVIC PRECINCT - LONG TERM ACTIONS	PG. 14
CAULFIELD CIVIC PRECINCT - LONG TERM - EXAMPLE IMAGES	PG. 15



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

CAULFIELD CIVIC PRECINCT CONCEPT PLAN

This Concept Plan responds to **Council Plan Annual Action 2.2.5**, which seeks to plan for the Town Hall precinct to optimise connectivity, access and community use. It has been developed to address a clear and practical issue: several Council owned buildings within the precinct, including Oak Tree House and parts of the former Caulfield Family Centre, are currently vacant or underutilised, and cannot be successfully adapted for community use unless the surrounding public realm functions differently.

The precinct has evolved in an ad hoc manner, with inconsistent landscape treatments, fragmented spaces and a dominance of car circulation. As a result, it lacks clear pedestrian connections, shared civic space and a defined focal area for community activity. This Concept Plan seeks to reposition the precinct as a connected civic place, where buildings, open space and movement work together to support everyday use, safety and activation.

The approach is deliberately staged and financially disciplined, recognising Council's broader responsibilities across multiple community hubs. The Concept Plan focuses first on low regret, high impact early works—including improved wayfinding, lighting, removal of barriers, and trial pedestrian priority shared spaces—to improve safety, accessibility and site presentation. These early interventions are intended to create a test environment that can demonstrate how the precinct performs when prioritised for people and community use.

A key objective of this work is to create a public realm that supports the adaptive reuse of Oak Tree House and the surrounding community facilities, including the Maternal and Child Health building, (MCH). This requires improved connections, clearer legibility and the creation of shared spaces that enable both passive and active use.

The Concept Plan also establishes opportunities for activation and programming within the precinct, recognising that the success of the space will depend not only on physical improvements but on how it is used. This will require ongoing collaboration with Libraries, Arts and Culture, and Events teams to support temporary and ongoing activation, including trial events and community uses.

Importantly, this is not a detailed design or delivery commitment. It does not predetermine future capital investment or resolve all long term considerations. Instead, it provides a framework to:

- identify and test practical improvements,
- improve the performance of existing assets, and
- inform future decision making.

Only where early interventions are shown to successfully activate the precinct, improve access and deliver community benefit would Council consider progression to more substantial investment, subject to broader municipal priorities and financial capacity.

This Concept Plan is an early-stage, strategic framework intended to guide future decision-making for the precinct. It is conceptual in nature and provided for planning and discussion purposes only. The design will be subject to further development, technical investigation and refinement. Any future progression would require detailed design, cost estimation and business case development, and consideration through Council's capital planning and prioritisation processes



COUNCILLOR FEEDBACK

FOCUS	WHAT WE HEARD	ACTIONS	PRINCIPLES	STAGING
Wayfinding Civic Identity	- Strong emphasis on better signage and visibility. Town Hall and precinct activities need to be easier to find and understand. - Virtual Councillor emphasised the importance of an LED screen on Glen Eira Road to communicate what's happening. - Stronger wayfinding and civic identity measures, including opportunities for Town hall signage and LED "What's On" information displays.	Make wayfinding and precinct identity a core early outcome.	Civic Identity/ Connectivity	Short term
		Implement a clear Town Hall precinct identifier and consistent directional signage to Library, MCH and Oak Tree House.	Civic Identity/ Connectivity	Short term
		Test an LED / digital "what's on" screen with strong Glen Eira Road presence (location, scale and governance to be resolved).	Civic Identity	Short term
Lighting, Safety Night Time Legibility	- Repeated comments about lighting and safety. - Virtual Councillor specifically noted the need to open up and better light the Japanese Garden (Zone 3). - Lighting should be warm, low level lighting that improves safety and wayfinding while respecting the civic and landscape character of the precinct.	Prioritise lighting upgrades along key pedestrian routes and gathering areas.	Safety / Civic Identity	Short term
		Improve openness, visibility and lighting within the Japanese Garden to increase safety, legibility and confidence after hours.	Safety / Civic Identity/ Barriers	Short term
Opening Up Green Space Removing Barriers	Support for removing fencing and visual barriers to better connect buildings and park space, particularly around Oak Tree House and MCH.	Progress removal of fencing and low value barriers that block movement and sightlines.	Barriers	Short term
		Strengthen physical and visual connections between buildings and open space to support everyday community use.	Barriers / Connectivity	Short term
		Remove garden bed hedging and replace with new planting and lawn areas to improve visual permeability.	Barriers / Green Space / Civic Identity	Short term
		Remove bluestone retaining wall and covered walkway between MCH and Oaktree house.	Barriers	Short term
Pedestrian Priority & Shared Space	- Clear support for shifting the precinct away from car dominance while recognising operational needs. - Interest in pedestrian priority spaces that are flexible and shared. - Need for continuous DDA compliant walkway around Town Hall perimeter.	Trial a pedestrian priority shared zone using temporary pavement treatments and removable bollards. Maintain operational access while clearly signaling pedestrian priority at appropriate times.	Safety / Connectivity / Civic Identity	Short term - trial before committing
		Collaborate with Arts & Culture to trial events in the space.	Civic Identity	Short term - trial before committing
		Rationalise and connect existing paths to establish a clear, coherent, DDA-compliant circulation loop around Town Hall. Implementation should form part of a broader precinct path network design, informed by new building operation and resulting changes to desire lines and path usage.	Safety / Connectivity	Long term - part of precinct wide path evaluation



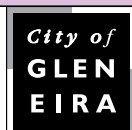
BENTLEIGH | BENTLEIGH EAST | BRIGHTON EAST | CARNEGIE | CAULFIELD | ELSTERNWICK |
GARDENVALE | GLEN HUNTLY | MCKINNON | MURRUMBEENA | ORMOND | ST KILDA EAST

COUNCILLOR FEEDBACK

FOCUS	WHAT WE HEARD	ACTIONS	PRINCIPLES	STAGING
Activation of Large Car Park (Time Based)	Virtual Councillor suggested using all or part of the large car park at certain times (when not operational) for basketball rings / half court or similar activity.	- Trial in southern carpark as part of pedestrian priority shared zone trial. - Investigate moving to large carpark after pedestrian priority shared zone shared space trial period. NOTE: Space required for basketball halfcourt would require relocating some of the EV charging stations.	Civic Identity Civic Identity	Short term pilot Long term Implement if trial successful
Landscape & Material Consistency	- Feedback reflects a desire to address the precinct's ad hoc feel and lack of coherence. - Enhancement of the Israel Peace Garden.	- Commit to a consistent landscape palette across the precinct. - Replace under performing planting incrementally to reinforce civic identity and legibility. - Develop a consistent materials palette for all future works across the precinct. - Upgrade Plaque and planting in the Israel Peace Garden	Green Space Green Space / Civic Identity Civic Identity / Connectivity Green Space / Civic Identity	Short term Short term - as required Short term Short term
Placemaking Elements (Murals, Generator Treatment)	Interest in murals and creative treatments, but less emphasis than safety, signage and access.	Introduce murals, generator treatments and other creative elements as complementary enhancements, <i>(subject to funding and the success of earlier staged works)</i>. To be implemented after core wayfinding, lighting and accessibility measures are in place.	Civic Identity	Long term

PRINCIPLES

CONNECTIVITY	Strengthen access and movement between buildings and surrounding spaces. Provide clearer wayfinding.
SAFETY	Improve pedestrian safety and comfort through traffic calming and a more people-friendly environment.
GREEN SPACE	Connect and enhance underutilised green spaces through a cohesive landscape palette
BARRIERS	Remove physical and visual barriers fragmenting spaces (eg. hedges, walls and level changes).
CIVIC IDENTITY	Increase civic identity through a consistent materials palette, activation, and placemaking opportunities.

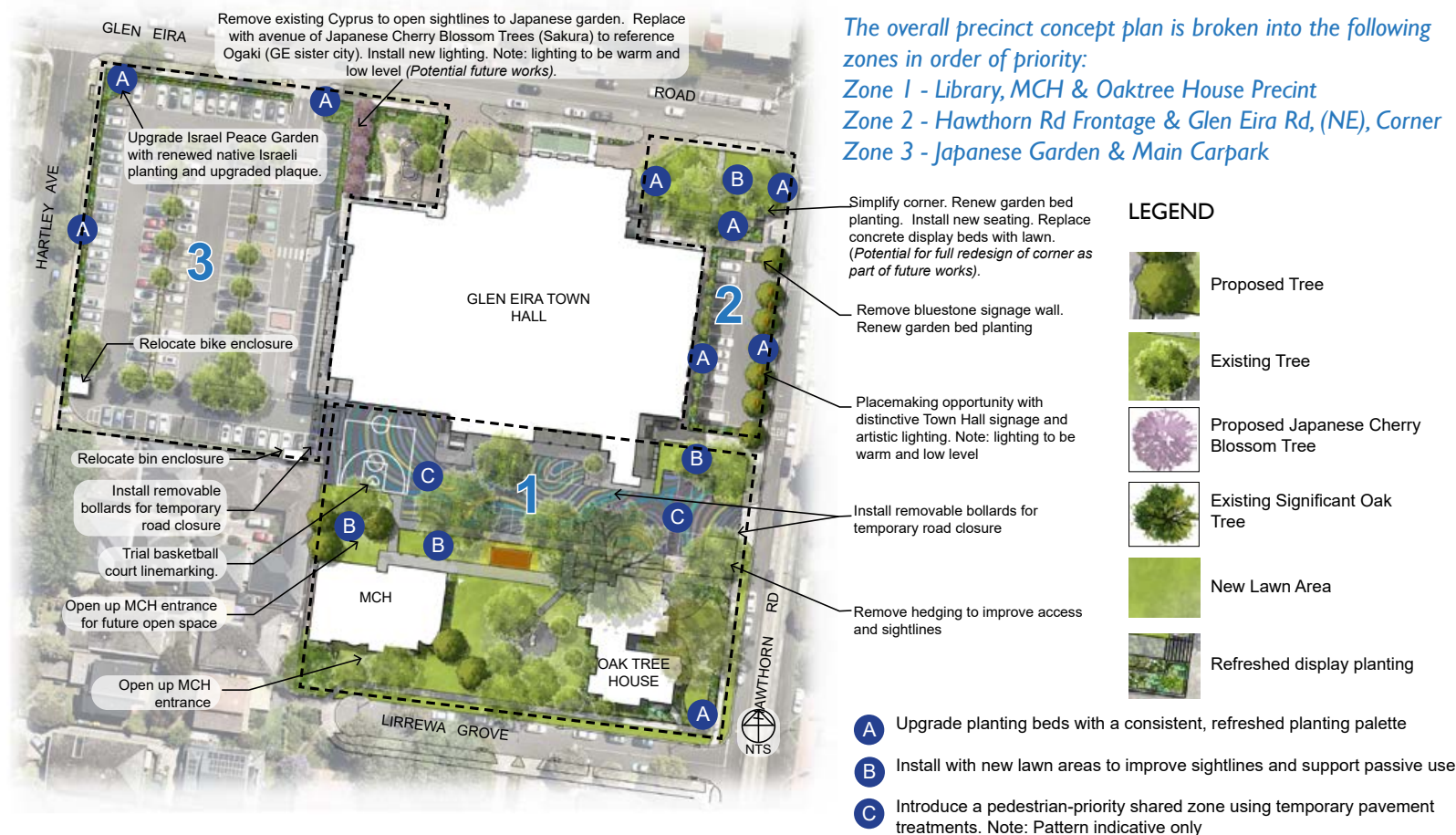


STAGING PRIORITY

Short term	Low Regret - Modest investment - Quick win - Trial treatments
Long term	Future Works - Higher investment - Subject to success of Short term actions

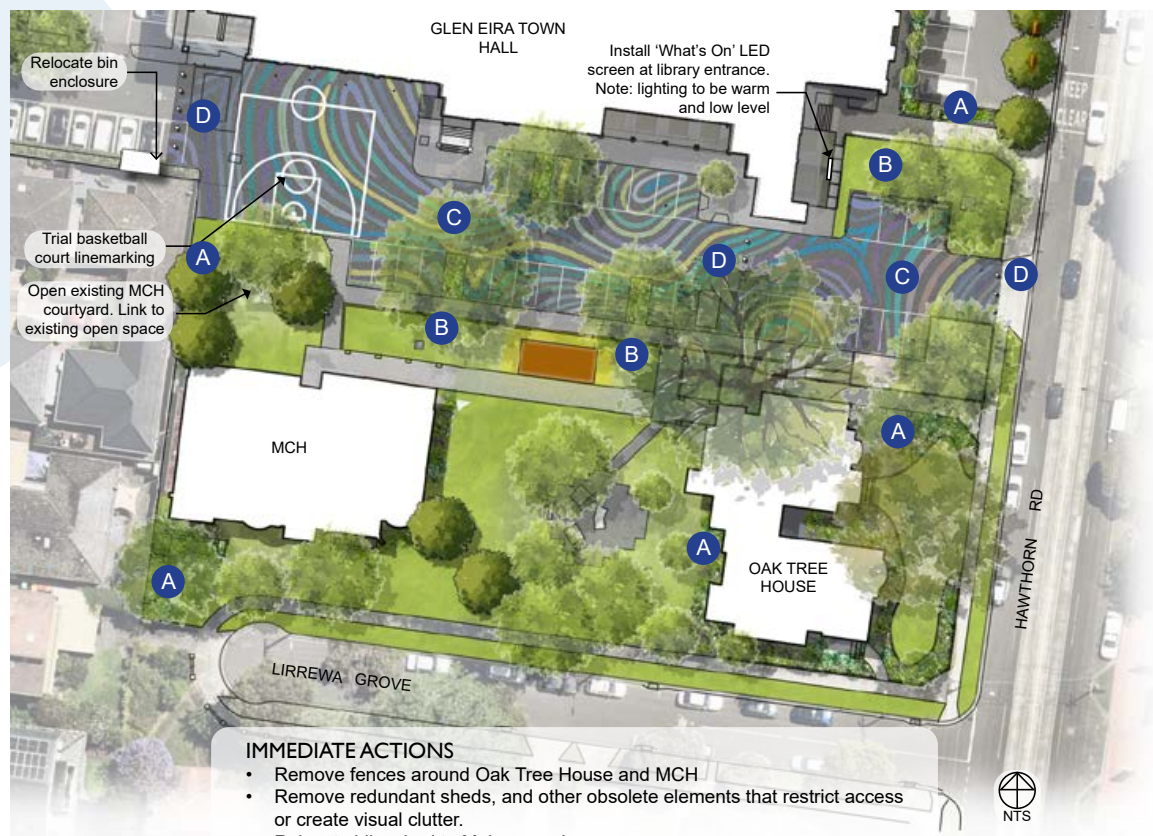
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GARDENVALE | GLEN HUNTLY | MCKINNON | MURRUMBEENA | ORMOND | ST KILDA EAST

CAULFIELD CIVIC PRECINCT CONCEPT PLAN - SHORT TERM ACTIONS



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

ZONE I - LIBRARY, MCH & OAKTREE HOUSE PRECINCT



IMMEDIATE ACTIONS

- Remove fences around Oak Tree House and MCH
- Remove redundant sheds, and other obsolete elements that restrict access or create visual clutter.
- Relocate bike shed to Main carpark
- Relocate bin enclosure as shown
- Remove unhealthy or poor-performing trees and vegetation.
- Remove bluestone walls between Town Hall and Open space to the South
- Remove bluestone wall along Hawthorn Rd frontage of Library and carpark.



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

*Priorities: Improve **Connectivity** between the repurposed buildings - Remove **Barriers** - Improve pedestrian **Safety** - Improve connection and access to **Green Spaces***

LEGEND

-  New Tree
-  Existing Tree
-  Existing Significant Oak Tree
-  New Lawn Area
-  New temporary pedestrian priority shared zone. Note: Pavement design indicative only
-  New planting in planting beds
- A** Upgrade planting beds with a consistent, refreshed display planting palette
- B** Replace hedging with new lawn areas to improve sightlines and support passive use
- C** Introduce a pedestrian-priority shared zone using temporary pavement treatments.
- D** Install removable bollards for temporary road closure

ZONE I - LIBRARY, MCH & OAKTREE HOUSE PRECINCT - EXAMPLE IMAGES



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

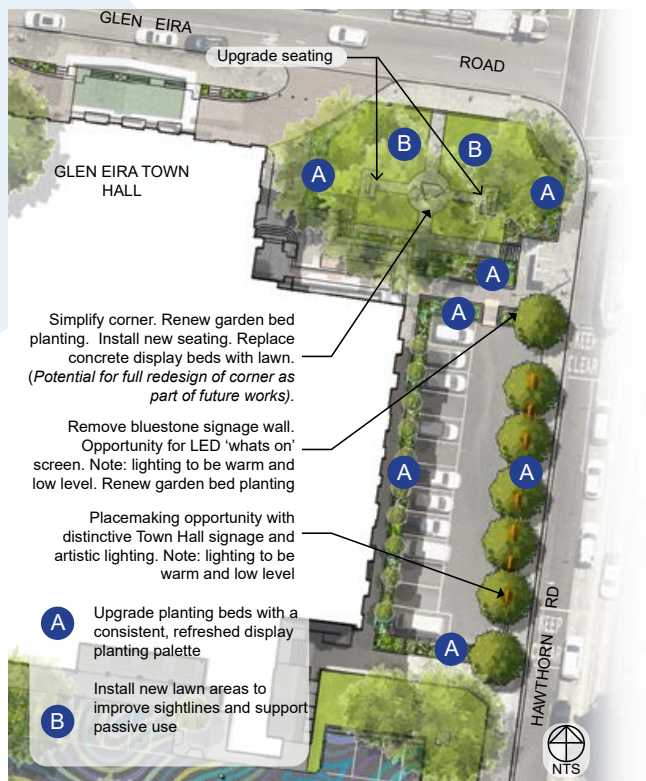
ZONE I - LIBRARY, MCH & OAKTREE HOUSE PRECINCT - EXAMPLE IMAGES



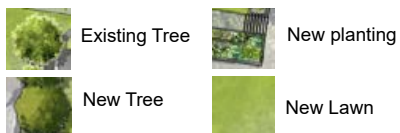
BENTLEIGH | BENTLEIGH EAST | BRIGHTON EAST | CARNEGIE | CAULFIELD | ELSTERNWICK |
GARDENVALE | GLEN HUNTLY | MCKINNON | MURRUMBEENA | ORMOND | ST KILDA EAST

ZONE 2 - HAWTHORN RD FRONTAGE & GLEN EIRA RD (NE) CORNER

Priorities: Improve **Civic Identity** with upgraded signage - Improve **Green Space** through upgrading planting - Improve **Civic Identity** at NE Corner



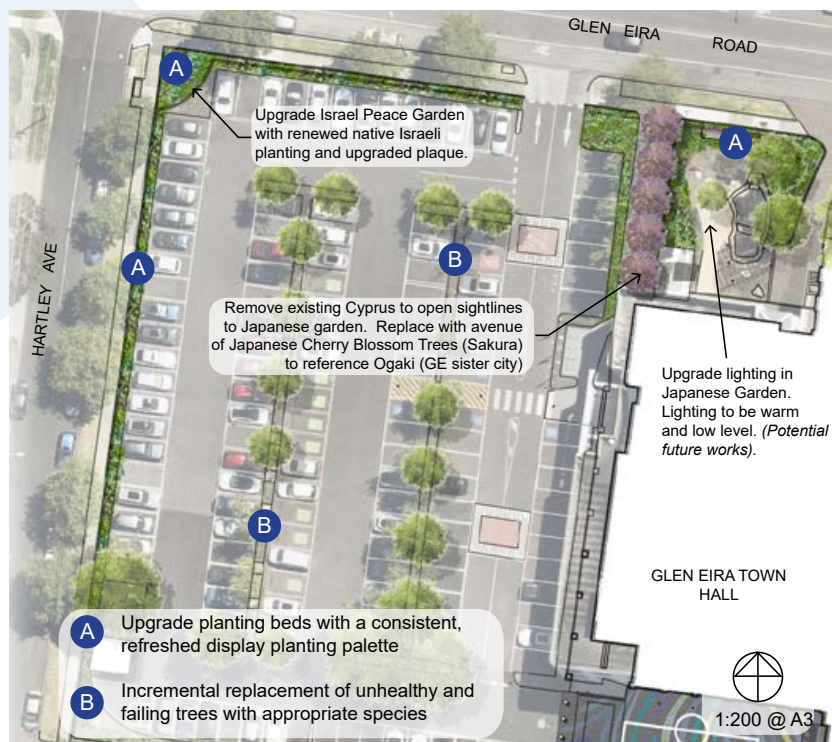
LEGEND



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

ZONE 3 - JAPANESE GARDEN AND MAIN CARPARK

Priorities: Open sightlines to Japanese Garden to improve **Civic Identity** - Improve **Green Space** through upgrading planting in carpark



LEGEND



New Tree



Existing Tree



Proposed Japanese Cherry Blossom Tree (Sakura) to reference Ogaki (GE sister city)



New planting



Town Hall Entrance - Artists impression



Proposed Cherry Blossom from Japanese Garden - AI image

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

SAMPLE PLANTING PALETTE

Display Beds



Banksia spinulosa 'Birthday Candles'



Chrysocephalum apiculatum



Asparagus densiflorus 'Myersii'



Pennisetum alopecuroides



Ptilotus exaltatus 'Joey'



Eremophila glabra 'Kalbarri Carpet'



Leucophyta brownii 'Cushion Bush'



Acacia cognata 'Limelight'



Pycnosurous globosus



Allium sphaerocephalon



Santolina chamaecyparissus



Brachyscome multifida



Leucodendron Red Devil



Westringia fruticosa 'Mauve'



Lomandra confertifolia 'Seascape'



Correa hybrid 'Pink'



Bracteantha Daisy Fields Blush



Scaevola aemula 'Mauve Clusters'



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

SAMPLE PLANTING PALETTE

Shade Planting



Arthropodium cirratum



Plectranthus graveolens 'Bush Basil'



Thomasia discolor



Acanthus mollis



Ctenanthe burle-marxii



Ligularia dentata reniformis

Shrubs

Acacia cognata 'Limelight'

Height / Width : 60cm-1m x 60cm-1m

Banksia spinulosa 'Birthday Candles'

Height/Width: 40-50cm x 1m

Correa hybrid 'Pink'

Height / Width : 50cm x 50cm

Leucodendron salignum 'Red Devil'

Height / Width 1m x 1.2m

Leucophyta brownii 'Cushion Bush'

Height / Width: 1m x 1m

Santolina chamaecyparissus

Height / Width 30-60cm x 50-90cm

Westringia fruticosa 'Mauve'

Height / Width : 1.5m x 1.5m

Ground Covers

Asparagus densiflorus 'Myersii'

Height / Width: 60cm x 90cm

Brachyscome multifida

Height / Width : 20cm x 50cm

Bracteantha Daisy Fields Blush

Height / Width : 40cm x 1m

Chrysocephalum apiculatum 'Golden Buttons'

Height / Width: 15-30cm x 30cm - 1.5m

Eremophila glabra 'Kalbarri Carpet'

Height / Width: 20cm x 1m

Ptilotus exaltatus 'Joey' (Mulla Mulla)

Height / Width : 60cm x 60cm

Scaevola aemula 'Mauve Clusters'

Height / Width : 15-30cm x 60cm - 1m

Grasses

Allium sphaerocephalon

Height / Width : 50-90cm x 10-15cm

Lomandra confertifolia 'Seascape'

Height / Width: 50-75cm x 50-75cm

Pennisetum alopecuroides

Height / Width: 60-100cm x 60 - 100cm

Pycnosorus globosus

Height / Width : 30-60cm x 30-60cm

Shade Planting

Acanthus mollis

Height / Width: 1-1.2m x 1-1.2m

Arthropodium cirratum

Height / width: 60-90cm x 60-90cm

Ctenanthe burle-marxii

Height / Width: 20-60cm x 30-60cm

Ligularia dentata reniformis

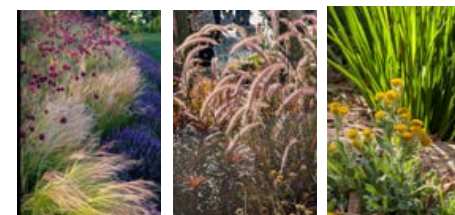
Height / Width: 1m x 1m

Plectranthus graveolens 'Bush Basil'

Height / Width : 30-60cm x 30-60cm

Thomasia discolor

Height / Width : 1m-2m x 1m-2m



CAULFIELD CIVIC PRECINCT CONCEPT PLAN - LONG TERM ACTIONS



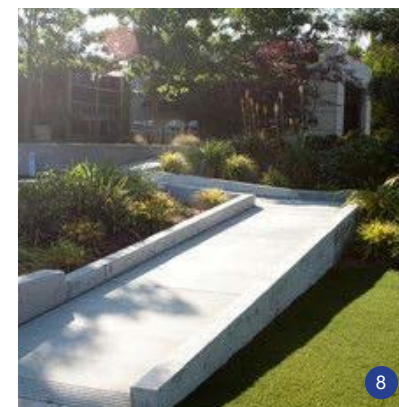
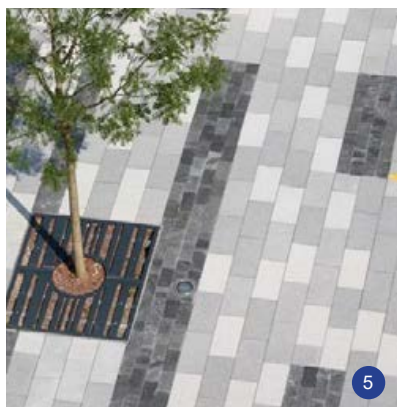
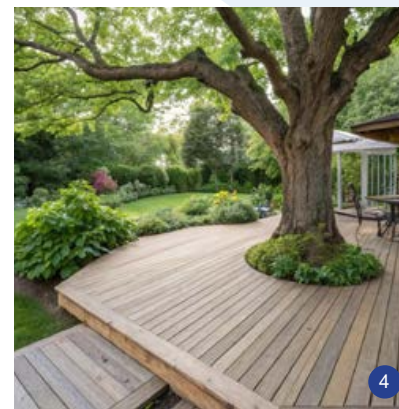
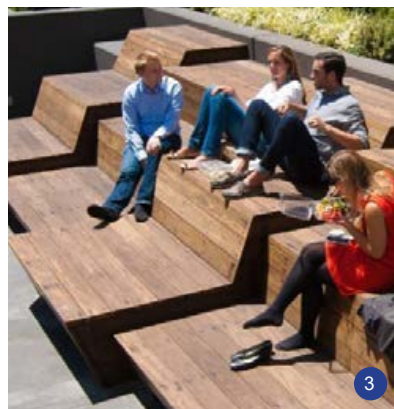
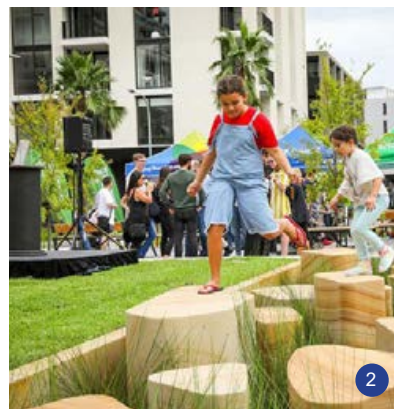
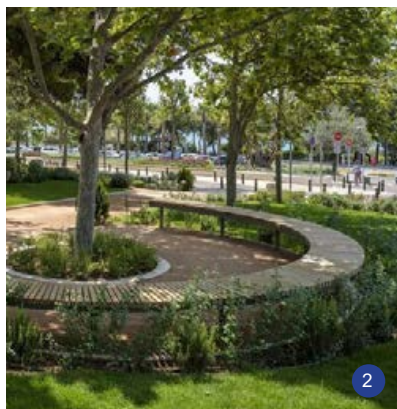
Potential Future Actions - Subject to the success of Short term actions

- 1 Redesign path network to establish clear, coherent, DDA-compliant circulation around Town Hall and precinct. This will be informed by desire lines and new building usage.
- 2 New park with seating, picnic facilities and playful furniture elements.
- 3 Potential informal timber deck seating / steps to link shared zone to new upgraded park
- 4 Potential decking and seating around significant Oak tree to protect root zone and provide informal play/seating opportunity.
- 5 Formalise pedestrian priority shared plaza space with at-grade feature paving treatment.
- 6 Placemaking/Lighting or wayfinding opportunity on existing Generator. Note: lighting to be warm and low level. Possible future relocation.
- 7 Placemaking opportunity for mural on wall of MCH and library
- 8 Reconfigure library entrance to improve access. Consider terraced garden/grassed areas including informal seating.
- 9 Apply a coordinated materials palette to improve visual coherence, better wayfinding and reinforce civic identity.
- 10 Reconfigure the open space on the NE corner of Hawthorn and Glen Eira Roads to form a more prominent corner and strengthen visibility. Upgrade furniture and planting to support a comfortable, informal seating area. Consider relocation of existing sculpture (corner Hawthorn Road and Glen Eira Road) and replace with light installation artwork. Note: lighting to be warm and low level
- 11 Investigate relocating temporary basketball halfcourt to main carpark.



BENTLEIGH | BENTLEIGH EAST | BRIGHTON EAST | CARNEGIE | CAULFIELD | ELSTERNWICK |
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CAULFIELD CIVIC PRECINCT CIVIC PLAN - LONG TERM - EXAMPLE IMAGES



BENTLEIGH | BENTLEIGH EAST | BRIGHTON EAST | CARNEGIE | CAULFIELD | ELSTERNWICK |
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10.5 INVESTMENT POLICY REVIEW AND ADOPTION

Author: John Vastianos, Chief Financial Officer

Director: John Vastianos, Chief Financial Officer

Trim No: 26/1130189

Attachments: 1. Draft Investment Policy (clean copy) [↓](#)
2. Draft Investment Policy (tracked changes) [↓](#)

EXECUTIVE SUMMARY

The Investment Policy establishes the framework for how Glen Eira City Council manages and invests surplus funds in a prudent, secure and responsible manner. It defines investment objectives, authorised instruments, delegated authorities, and requirements for risk management, liquidity and reporting, in accordance with the *Local Government Act 2020* and Council's financial management principles.

A review of the policy was undertaken in April 2026 as part of Council's governance framework. This review assessed legislative compliance, alignment with Council's strategic and financial plans, the effectiveness of investment controls and delegations, and the policy's ongoing suitability in supporting long-term financial sustainability and stewardship of public funds.

The review confirmed that the policy remains current, compliant and fit for purpose, with targeted refinements made to strengthen clarity, governance and alignment with contemporary practice. These include:

- clearer articulation of authorised investment instruments in line with section 103 of the *Local Government Act 2020*;
- strengthened Environmental, Social and Governance (ESG) considerations to support responsible investment decision-making;
- improved definition of key investment management principles, including credit quality, diversification and liquidity; and
- removal of redundant provisions to streamline the policy and improve usability.

These enhancements do not materially alter Council's risk profile or investment approach but improve transparency, consistency and governance clarity.

The revised policy continues to achieve an appropriate balance between security, liquidity and return, and aligns with Council's values and financial sustainability objectives.

It is recommended that Council adopt the amended Investment Policy, with the next review to occur in four years or earlier if required.

RECOMMENDATION

That Council adopts the amended Investment Policy as set out in Attachment 1.

BACKGROUND

The Investment Policy governs how Council manages and invests surplus funds that are not immediately required for operational purposes. It is designed to safeguard public funds, ensure legislative compliance, manage financial risk, and support Council's financial sustainability objectives.

The policy is classified as a Category 1 policy, requiring adoption by Council, and is owned by the Chief Financial Officer.

It supports Council's obligations under the Local Government Act 2020, particularly in relation to prudent financial management, risk mitigation, liquidity management and accountability.

Council's governance framework requires periodic review of all policies to ensure they remain current, effective and aligned with legislation, strategic priorities and organisational practice.

ISSUES AND DISCUSSION

A review of the Investment Policy was undertaken in April 2026 as part of Council's policy review cycle. The review assessed:

- compliance with the *Local Government Act 2020* and other relevant legislation;
- alignment with Council's financial management principles and strategic plans;
- the adequacy of risk management controls, including diversification, credit quality and liquidity;
- delegated authorities and reporting arrangements; and
- the continued appropriateness of Council's responsible investment and ESG principles.

The review confirmed that the policy continues to provide a robust and conservative investment framework that prioritises the security of Council funds, maintains appropriate liquidity, and delivers returns consistent with Council's risk appetite.

Targeted refinements have been incorporated into the amended policy (Attachment 1), with all changes transparently identified in the tracked version (Attachment 2). These refinements include:

- clearer articulation of authorised investment options consistent with legislative requirements and Ministerial approvals;
- strengthened ESG and responsible investment provisions, including clearer expectations for ethical investment practices;
- refinement of financial management principles to improve clarity and audit alignment; and
- removal of outdated or duplicative provisions to improve readability and governance clarity.

These changes do not materially alter Council's investment approach or risk profile, but enhance clarity, consistency and alignment with contemporary practice.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The Investment Policy incorporates responsible investment principles, including explicit consideration of environmental, social and governance (ESG) factors in investment decision-making.

The updated policy strengthens the articulation of these principles, reinforcing Council's commitment to responsible and ethical investment practices and supporting alignment with its Climate Emergency Response Strategy.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

There are no direct financial or resource implications arising from this report.

The Investment Policy provides a structured and conservative framework for managing financial risk, safeguarding Council funds, and ensuring sufficient liquidity to meet operational requirements.

The amendments do not materially alter Council's investment settings or risk profile, but further strengthen governance clarity, internal controls and alignment with better practice.

POLICY AND LEGISLATIVE IMPLICATIONS

The Investment Policy remains compliant with the *Local Government Act 2020* and other relevant legislation.

The review confirms alignment with Council's adopted financial management principles, strategic plans and governance framework. The updates enhance clarity and strengthen alignment with legislative requirements, including section 103 of the Act, without introducing any new legislative obligations.

COMMUNICATION AND ENGAGEMENT

No external community engagement has been undertaken as part of this review, as the amendments are administrative and governance-focused in nature.

Relevant internal stakeholders have been consulted through established governance processes. The updated policy will be communicated through Council's standard reporting and policy management frameworks.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability. We are financially secure and sustainable.

The Investment Policy supports Council's long-term financial sustainability by ensuring surplus funds are invested securely, prudently and responsibly in accordance with legislative and strategic requirements.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The review confirms that Council's Investment Policy remains compliant with legislative requirements and continues to provide a sound and effective framework for the prudent management of surplus funds.

The amended policy strengthens clarity, governance and alignment with contemporary responsible investment practices, while maintaining Council's established approach to security, liquidity and risk management.

Overall, the policy supports strong financial stewardship and aligns with Council's financial sustainability objectives.



GLEN EIRA
CITY COUNCIL

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

GLEN EIRA CITY COUNCIL INVESTMENT POLICY

Date first adopted: 15 September 1997

Date last amended: 4 August 2026

Next review date: August 2030 or as required prior

Policy Owner: Chief Financial Officer (CFO)

Approved by: Council

Policy Category: Category I Policy – Must be adopted by Council in accordance with legislative requirements

Contents

1. TITLE 3

2. OBJECTIVES 3

3. DEFINITIONS 3

4. POLICY 4

5. LEGISLATIVE COMPLIANCE 8

6. ASSOCIATED COUNCIL DOCUMENTS 8

7. EXTERNAL REFERENCE / RESOURCE 8

OFFICIAL

1. TITLE

Investment Policy

2. OBJECTIVES

The objective of Council's Investment Policy is to ensure that:

- all funds are invested in accordance with legislative and Council requirements;
- effective internal controls are in place to minimise investment risk;
- the financial yield is managed through prudent investment of funds whilst ensuring sufficient liquidity for Council's day to day operational commitments;
- investment decisions are based on the security of funds by limiting unnecessary exposure to risk; and
- environmental, social and governance risks and opportunities are appropriately considered when investing Council funds.

3. DEFINITIONS

Term	Meaning
Authorised Deposit-taking Institutions	Authorised Deposit-taking Institutions (ADIs) are corporations which are authorised under the Banking Act 1959. ADIs include banks, building societies, and credit unions.
Credit Rating	An assessment of the creditworthiness of an investment in general terms or with respect to a particular debt or financial obligation.
Standard & Poor's	Standard & Poor's Financial Services (also referred to as S&P) is the world's leading index provider and the foremost source of independent credit ratings.

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Short-term	Description	Long-term	Description
A1+	Extremely strong capacity to pay	AAA	Extremely strong capacity to pay
A1	Strong capacity to pay	AA+ AA AA-	Very strong capacity to pay
A2	Satisfactory capacity to pay	A+ A A-	Strong capacity to pay
A3	Adequate capacity to pay	BBB+ BBB BBB-	Adequate Capacity to Pay
B	Vulnerable to default/speculative	BB+ BB BB-	Uncertainties or Adverse Conditions could lead to inadequate capacity to Pay
		B+ B B-	Adverse conditions likely to impair capacity to pay
		CCC CC	Vulnerable to default High risk of default
		D	Default

4. POLICY

4.1 Funds for Investment

Any Council funds not required for financial commitments are to be invested.

4.2 Authority for Investment

Authority is delegated to the Chief Financial Officer or the Chief Executive Officer to place funds in investments permitted under Section 103 of the *Local Government Act 2020*.

4.3 Authorised Investments

Council may invest in accordance with section 103 of the *Local Government Act 2020* and relevant Ministerial approvals.

OFFICIAL

4.4 Principles

In addition to the above statutory investment principles, the following principles will be followed:

4.4.1 Council's own direct investments**(a) Responsible Investment**

Council's investment process will ensure that all investment decisions are made having regard to Council's plans and strategies, the principles of responsible investing and to Council's requirement to exercise effective financial stewardship.

Council will integrate Environmental, Social and Governance (ESG) considerations into its investment decision-making and give preference to financial institutions that demonstrate strong ESG practices, informed by recognised industry standards and relevant industry bodies, consistent with its broader role as a responsible public authority.

Council will not invest directly in:

- (i) any company for whom the extraction, production, refining or distribution of fossil fuel forms a core part of their business strategy, or in any company whose principal business involves providing infrastructure or services to companies previously mentioned;
- (ii) investments likely to significantly and detrimentally impact on the human rights of individuals or having public health, moral or broader social harms including, but not limited to, investments that produce, encourage or support:
 - Gambling;
 - Armaments;
 - Tobacco;
 - Pornography;
 - Modern slavery, including human trafficking, forced labour and child labour; or
 - Environmental damage.

Council acknowledges that investment decisions may be complex involving a balance between positive and negative factors and may require expert external advisors to make this determination.

OFFICIAL***(b) Term to Maturity of Investments***

The term to maturity of any Council direct investment may range from “at call” to one year. Any investments for a period exceeding one year will require formal Council approval.

(c) Quotations on Investments

Not less than three (3) quotations shall be obtained from authorised institutions whenever an investment is proposed. The best quote on the day will be successful after allowing for administrative and banking costs, as well as having regard to the limits set above.

4.4.2 Council’s Investments with Funds Managers***(a) Responsible Investment***

When choosing fund managers and investment schemes, Council will consider the practices and investment strategies of fund managers and schemes with the aim of avoiding where reasonably practicable, funds and investments which support or contribute to those industries or issues identified in section 4.4.1(a) above.

(b) Asset Quality / Credit Restrictions

The rating requirements for managed investment schemes ensure that only funds with very high credit quality are invested in (minimum AA long term).

(c) Duration of Investments

All managed investment schemes will be made in only cash, cash-plus or fixed interest funds that meet the regulatory requirements as defined under Section 4.3 of the Investment Policy.

The choice of fund type will depend on Council’s investment time horizon, and its attitude to risk and return, e.g. a cash fund suits investments with a time horizon of 0-180 days; a cash-plus fund (with a bank bill performance benchmark) suits a time horizon of 6-12 months; and long term fixed interest needs a 3-5 year time horizon because of the additional extra volatility of returns.

4.4.3 General Policy Guidelines***Diversification/Credit Risk***

The amount invested with any one fund manager or financial institution cannot exceed 40% of the total funds invested. In addition, the following table indicates the percentages of funds to be allocated to the various long and short-term ratings of

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financial institutions. When placing investments, consideration should be given to the relationship between credit rating and interest rate.

Long Term Rating (Standard & Poors)	Short Term Rating (Standard & Poors)	Percentage of Total Investments
AAA to AA-	A1+	40% - 100%
A+ to A	A1	0 – 45%
A- to BBB-	A2	0 – 15%
BB+ to D	-	Nil

If any of the funds/securities held are downgraded such that they no longer fall within Council's investment policy guidelines, they will be divested within 30 days or as soon as is practicable.

Percentage limits are based on Council's average investment portfolio balance, and exclude funds held in operational accounts.

4.4.4 Financial Management Principles

This Investment Policy has been prepared in accordance with the financial management principles specified in section 101 of the *Local Government Act 2020*, including Council's obligation to:

- manage financial risks prudently;
- maintain appropriate financial policies and controls; and
- ensure accountability and transparency in financial management.

4.5 Liquidity

The investment portfolio will remain sufficiently liquid to enable Council to meet all operating requirements which might be reasonably anticipated.

Investment maturities will be scheduled to coincide with projected cash flow needs.

4.6 Reporting of Investment Holdings

Investment holdings shall be reported to Council on a monthly basis as part of the Financial Management Report and will show the average yield across the total investment portfolio. Investments will also be benchmarked against an appropriate industry standard.

OFFICIAL

4.7 Ethics and Conflicts of Interest

Council will undertake its investment activities ethically and will ensure that officers and external advisors act in Council's best interests and identify, disclose, manage and report any actual, potential or perceived conflicts of interest.

5. LEGISLATIVE COMPLIANCE

This policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

In line with the *Gender Equality Act 2020 (Vic)*, a Gender Impact Assessment is not required for this policy.

6. ASSOCIATED COUNCIL DOCUMENTS

- *Glen Eira Council Plan*
- *Glen Eira Council Financial Plan*
- *Glen Eira Council Revenue and Rating Plan*
- *Glen Eira Council Financial Sustainability Strategy*

7. EXTERNAL REFERENCE / RESOURCE

- *Banking Act 1959*
- *Corporations Act 2001 (Cth)*
- *Local Government Act 2020*
- *Modern Slavery Act 2018 (Cth)*



Glen Eira City Council

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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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1. TITLE 3

2. OBJECTIVES 3

3. DEFINITIONS 3

4. POLICY 4

5. LEGISLATIVE COMPLIANCE 9

6. ASSOCIATED COUNCIL DOCUMENTS 9

7. EXTERNAL REFERENCE / RESOURCE 10

OFFICIAL

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4.2 Authority for Investment

Authority is delegated to the Chief Financial Officer or the Chief Executive Officer to place funds in investments permitted under Section 103 of the *Local Government Act 2020*.

4.3 Authorised Investments

~~Under section 103 of the *Local Government Act 2020*, Council may invest:~~
Council may invest in accordance with section 103 of the *Local Government Act 2020* and relevant Ministerial approvals.

- ~~(a) in Government Securities of the Commonwealth;~~
~~(b) in securities guaranteed by the Government of Victoria;~~

OFFICIAL

- ~~(c) with Authorised Deposit-taking Institutions;~~
- ~~(d) with any financial institution guaranteed by the Government of Victoria;~~
- ~~(e) on deposit with an eligible money market dealer within the meaning of the Corporations Act 2001 (Cth); and~~
- ~~(f) in any other manner approved by the Minister either generally or specifically, to be an authorised manner of investment for the purposes of section 103 of the Local Government Act 2020.~~

The following investments are examples of investments that have been approved under paragraph (f) above:

- ~~(i) Investments in managed investment schemes which have:

 - ~~* a rating of at least AA from Standard & Poors Australian Ratings;~~
 - ~~* are registered under section 601EB of the Corporations Act 2001 (Cth); and~~
 - ~~* are liquid within the meaning of section 601KA(4) of the Corporations Act 2001 (Cth) and have a constitution that provides for members to withdraw from the scheme.~~~~
- ~~(ii) Investments in the Treasury Corporation of Victoria.~~
- ~~(iii) Certificates of Deposit and Bills of Exchange.~~

4.4 ~~Guidelines~~ Principles

In addition to the above statutory investment ~~principles~~ guidelines, the following ~~guidelines~~ principles will be followed:

4.4.1 Council's own direct investments

(a) Responsible Investment

Council's investment process will ensure that all investment decisions are made having regard to Council's plans and strategies ~~the values expressed in the Council and Community Plan~~, the principles of responsible investing and to Council's requirement to exercise effective financial stewardship.

Council will integrate Environmental, Social and Governance (ESG) considerations into its investment decision-making and give preference to financial institutions that demonstrate strong ESG practices, informed by recognised industry standards and relevant industry bodies, consistent with its broader role as a responsible public authority. ~~undertakes to uphold the following principles as a part of our obligations:-~~

- ~~(i) We will incorporate Environmental, Social and Governance (ESG) issues into investment analysis and decision-making processes.~~

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~~(ii) We will be active owners and incorporate ESG issues into our ownership policies and practices.~~

~~(iii) We will seek appropriate disclosure on ESG issues by the entities in which we invest.~~

~~(iv) We will, where appropriate, undertake a process of engagement with companies involved in unacceptable activities to attempt to drive improved practices. Council will participate as socially responsible investors by being members of relevant industry bodies and the utilisation of industry standards to support decision making.~~

~~(v) Financial institutions to be selected for investments will have a commitment to ESG principles.~~

Council will not invest directly in:

(i) any company for whom the extraction, production, refining or distribution of fossil fuel ~~or nuclear energy~~ forms a core part of their business strategy, or in any company whose principal business involves providing infrastructure or services to companies previously mentioned;

(ii) investments likely to significantly and detrimentally impact on the human rights of individuals or having public health, moral or broader social harms identified in the Charter of Human Rights and Responsibilities including, but not limited to, investments that produce, encourage or support:

- Gambling;
- Armaments;
- Tobacco;
- Pornography;
- Modern slavery, including human trafficking, forced labour and cchild labour; or
- ~~Unacceptable damage to the natural environment.~~Environmental damage.

Council acknowledges that investment decisions may be complex involving a balance between positive and negative factors and may require expert ~~assistance~~ external advisors to make this determination.

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(b) Term to Maturity of Investments

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OFFICIAL

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If any of the funds/securities held are downgraded such that they no longer fall within Council's investment policy guidelines, they will be divested within 30 days or as soon as is practicable.

Percentage limits are based on Council's average investment portfolio balance, and exclude funds held in operational accounts.

4.4.4 Financial Management Principles

This Investment Policy has been prepared in accordance with the financial management principles specified in section 101 of the *Local Government Act 2020*, including Council's obligation to:

- manage financial risks prudently;
- maintain appropriate financial policies and controls; and
- ensure accountability and transparency in financial management.

- ~~(a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans;~~
- ~~(b) financial risks must be monitored and managed prudently having regard to economic circumstances;~~
- ~~(c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community; and~~
- ~~(d) accounts and records that explain the financial operations and financial position of the Council must be kept.~~

4.5 Liquidity

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The investment portfolio will remain sufficiently liquid to enable Council to meet all operating requirements which might be reasonably anticipated.

Investment maturities will be scheduled to coincide with projected cash flow needs.

4.6 Reporting of Investment Holdings

Investment holdings shall be reported to Council on a monthly basis as part of the Financial Management Report and will show the average yield across the total investment portfolio. Investments will also be benchmarked against an appropriate industry standard.

~~4.7 Variations to Policy~~

~~All significant changes to this policy are to be reported to Council.~~

~~Any variation to the Table in 4.4.3 must be referred to the Audit and Risk Committee and approved by Council.~~

4.7 Ethics and Conflicts of Interest

Council will undertake its investment activities ethically and will ensure that officers and external advisors act in Council's best interests and identify, disclose, manage and report any actual, potential or perceived conflicts of interest.

5. LEGISLATIVE COMPLIANCE

This policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

In line with the *Gender Equality Act 2020 (Vic)*, a Gender Impact Assessment is not required for this policy.

6. ASSOCIATED COUNCIL DOCUMENTS

- Glen Eira Council Plan
- Glen Eira Council Financial Plan ~~(current)~~
- Glen Eira Council Revenue and Rating Plan ~~(current)~~
- Glen Eira Council Financial Sustainability Strategy

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7. EXTERNAL REFERENCE / RESOURCE

- Banking Act 1959
- ~~Charter of Human Rights and Responsibilities Act 2006~~
- Corporations Act 2001 (Cth)
- Local Government Act 2020
- Modern Slavery Act 2018 (Cth)

DRAFT



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10.6 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION NATIONAL GENERAL ASSEMBLY 2026

Author: Georgia Logan, Senior Communications Advisor

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Trim No: 26/1181011

Attachments: Nil

EXECUTIVE SUMMARY

The Australian Local Government Association (ALGA) National General Assembly (NGA) was held from 23 to 25 June 2026 at the National Convention Centre in Canberra.

More than 1,100 local government leaders from across Australia attended, representing 538 councils and coming together to share ideas and inform national advocacy priorities.

Mayor Cr Dr Simone Zmood, Deputy Mayor Cr Li Zhang and Cr Kimberley Young represented Glen Eira at the Assembly, participating in debate, networking and engaging with sector leaders and stakeholders. Council officers, the CEO and Coordinator Advocacy and Partnerships also attended.

Councillors represented the Glen Eira community in the debate of 244 motions, which addressed key issues such as financial sustainability, climate change, housing, disaster resilience and emerging technologies.

We put forward three motions, all of which were carried. These focused on issues that are important to the community:

- climate change and community resilience
- homelessness prevention
- social cohesion and antiracism.

These motions will now form part of the Australian local governments' national advocacy agenda, strengthening Glen Eira's contribution to shaping sector-wide priorities.

Overall, the outcomes of the Assembly align strongly with Council's advocacy priorities, particularly in relation to climate action, financial sustainability and housing. The Assembly also reinforced the importance of continued national engagement to deliver better outcomes for local communities.

RECOMMENDATION

That Council notes the report on the Australian Local Government Association National General Assembly 2026.

BACKGROUND

Council is an active member of the local government sector's peak bodies and associations, including the Australian Local Government Association (ALGA). Through this membership, Council submits motions that help shape national advocacy priorities and progress issues important to the Glen Eira community.

ALGA's annual NGA is the peak national forum for local government. It provides an opportunity for councils across Australia to debate motions and establish a collective

advocacy agenda for consideration by the Australian Government. Motions carried at the NGA provide a mandate for ALGA to advocate on behalf of councils at the national level and outcomes from the NGA inform ALGA's national policy and advocacy program.

Participation in the NGA supports Council to advocate for local priorities, contribute to national policy discussions and strengthen relationships with other councils, peak bodies and government representatives. It also provides an opportunity to identify emerging issues impacting local government and share local responses to common challenges. This work supports our *Advocacy Priorities 2026–2027* by aligning national advocacy efforts with key local priorities that impact our community, including financial sustainability, climate action and housing.

Council has a strong track record of contributing to the NGA, including successfully moving motions in previous years that align with our advocacy priorities.

Past successful motions include:

- 2025: community safety and social cohesion, and urban flood mitigation and resilience
- 2024: Sustainable grants and infrastructure funding
- 2023: Social and affordable housing, and recycling.

ISSUES AND DISCUSSION

Overview

The Australian Local Government Association (ALGA) National General Assembly (NGA) is convened annually and is the peak national event for local government. It brings together councils from across Australia to debate motions, inform national advocacy priorities and engage directly with the Australian Government.

Glen Eira City Council participated in the 2026 NGA alongside councils from across the country. Three councillors represented Glen Eira — Mayor Cr Simone Zmood, Deputy Mayor Cr Li Zhang and Cr Kimberley Young. Councillors were supported by CEO Lucy Roffey and Coordinator Advocacy and Partnerships Georgia Logan.

The 2026 NGA was held under the theme 'Stronger Together: Resilient. Productive. United.' ALGA sought motions that align with this theme and identify opportunities for councils to deliver local, place-based solutions that support national priorities.

Throughout the NGA, Councillors also took the opportunity to:

- meet and network with other councillors and council representatives from across the country to share Glen Eira's priorities and learn about common challenges and new ideas
- engage with a range of other exhibitors and presenters at the NGA
- network with federal Members of Parliament, Ministers, local government peak bodies and other decision-makers to advocate on behalf of the Glen Eira community.

NGA proceedings

Australian Local Government Women's Association breakfast

Day one of the NGA began with an Australian Local Government Women's Association (ALGWA) breakfast session focused on women in public office and leadership. Speakers included Licia Heath, CEO, Women for Election, and ALGWA leadership, including Cr Kylie

Spears, National President, and Cr Karen Wheatland, National Vice-President. The event also recognised 75 years of ALGWA and the contribution of women to local government.

The session highlighted the importance of mentoring, leadership development and targeted support to increase participation. The *Women in Public Office* program, established in 2022, has supported approximately 4,000 women to register their interest in running for public office. Women's representation in local government has increased steadily, reaching approximately 41% of councillors nationally in 2025, reinforcing its role as a key entry point into political leadership.

Inaugural Urban Forum

Day one of the NGA included the inaugural Urban Forum, which brought together local government, industry and government representatives to explore key challenges facing metropolitan communities, including social cohesion, population growth, infrastructure delivery and climate change. A separate regional forum was also held to consider regional and rural priorities.

Session one — opening

The opening session featured The Hon Clare O'Neil MP, Minister for Housing, Homelessness and Cities, and Andrew Barr MLA, Chief Minister of the Australian Capital Territory, who highlighted the scale of housing and cost of living pressures.

The Hon Clare O'Neil MP described the housing crisis as a long-term national challenge and outlined the Australian Government's response, including a \$47 billion housing investment, emphasising the role of local government in delivery. Andrew Barr MLA highlighted the growing tension between population growth and community cohesion, noting increasing pressure on infrastructure and the need for coordinated reform across planning, funding and approval processes.

Session two — State of the cities

A session presented by Simon Kuestenmacher from The Demographics Group explored long-term population trends and continued growth in metropolitan areas. Australia's population is projected to exceed 31 million by 2036, with much of this growth expected to occur within a two-hour radius of major capital city CBDs. The session highlighted increasing housing demand, particularly in middle-ring suburbs, where accelerating intergenerational wealth transfer and redevelopment could see some areas significantly increase in density over the coming decades.

The session reinforced that growth is inevitable and will place increasing pressure on infrastructure and services, with local government playing a key role in shaping outcomes to support liveable communities. Councils were encouraged to proactively plan for growth, infrastructure and density to ensure communities remain connected, sustainable and resilient.

Session three — Precinct building

A precinct building session explored how councils can lead place-based development and support growing communities. The session highlighted the importance of aligning planning, infrastructure and funding, drawing on case studies from councils including City of Playford,

Penrith City Council and collaborative work across Hume City Council, City of Whittlesea and Mitchell Shire Council.

The session reinforced the evolving role of councils as convenors and delivery partners, noting examples such as the City of Playford, where council led the vision and brought together service providers and partners, before transitioning to a shared delivery model. It highlighted that strong governance, early collaboration and investment alignment are critical, and that councils increasingly play a coordinating role rather than delivering outcomes alone.

Session four — Future fit: Towards decarbonisation in higher density living

A session on decarbonisation, featuring contributions from the ACT Government and Council Alliance for a Sustainable Built Environment (CASBE), explored the transition to low-emissions housing. It focused on electrification, energy efficiency and renewable integration, and highlighted the challenges of implementing these approaches in apartment and medium-density housing.

The session emphasised that decarbonisation is not only a technical issue but also a planning and coordination challenge, with local government playing a key role through planning controls, programs and advocacy. It also highlighted that electrification is increasingly feasible and supported by emerging policy settings, with a range of tangible examples including a local restaurant that successfully transitioned to electric from gas.

Session five — Community cohesion in fast growing centres

A session on community cohesion in fast growing centres featured:

- Julian Hill MP, Assistant Minister for Citizenship, Customs and Multicultural Affairs
- Andrew Heath, Office for Social Cohesion
- Dr Marjan Hajjar, City of Greater Dandenong
- Mayor Teresa Lynes, City of Gosnells
- Mayor Linda Aitken, City of Wanneroo

The session explored how population growth, cost of living pressures and social change are impacting community cohesion. Julian Hill MP described social cohesion as “how we live well together,” highlighting that while Australia remains strong, cohesion is under increasing pressure due to factors such as economic insecurity, misinformation and declining trust. Speakers emphasised that diversity is not the challenge, but rather how division can be amplified if not actively addressed, with a growing focus on building connections between groups rather than within them.

The discussion reinforced the critical role of local government as the level of government closest to community, with responsibility for creating shared spaces and opportunities for connection. Practical examples included the City of Greater Dandenong’s *Connections That Matter* pilot program, which engaged multicultural participants across a range of workshops to strengthen belonging in a highly diverse community. The session highlighted that social cohesion is not a one-off initiative, but an ongoing capability, requiring councils to act as convenors and connectors, and to design inclusive, community-focused environments that support connection and resilience over time.

Welcome reception and MAVLab event

The day concluded with a welcome reception and exhibition opening at the National Convention Centre, providing an opportunity to engage with local government representatives and sector partners. Attendees visited a range of exhibitor and sponsor booths, showcasing services and innovations relevant to the sector.

The evening also included a MAVlab event hosted by the Municipal Association of Victoria (MAV), providing Victorian delegates with an opportunity to connect, share insights and strengthen sector relationships.

National General Assembly

A key focus of this year's NGA was the sector's united advocacy for fairer Financial Assistance Grants, including support for an emergency motion and [letter](#) to the Speaker of the House of Representatives calling on the Australian Parliament to restore Financial Assistance Grants to 1 per cent of federal taxation revenue annually. This strong call was supported by the Australian Services Union and United Services Union — who represent the many of local government employees across the country.

Opening and information sessions

Paul Girrawah House and Selina Walker, representatives of the Ngambri and Ngunnawal peoples delivered a powerful Welcome to Country.

Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of Australia, opened the Assembly by recognising the important role local government leaders play in helping communities thrive. Drawing on her visits to 30 Local Government Areas since becoming Governor-General, she reflected on the leadership, resilience and community connection she has witnessed across the country, reinforcing this year's theme, 'Stronger Together: Resilient. Productive. United'.

Delegates heard from a range of federal, territory and parliamentary leaders across the Assembly, including the Honourable Catherine King MP, the Honourable Kristy McBain MP, the Honourable Claire O'Neil MP, the Honourable Julian Hill MP, Mr Jamie Chaffey MP, Senator Andrew Bragg, Senator the Honourable Matt Canavan, and ACT Chief Minister Andrew Barr MLA.

Jason Clarke from Minds at Work presented a 'Listen and Action' workshop, challenging delegates to move from discussion to delivery, offering practical tools to sharpen ideas, build consensus and turn community insight into tangible action.

The Assembly was rounded out with a final session providing delegates with useful tools and insights, including how to manage rate payments, secure grants, strengthen the management of asbestos, and support respectful engagement in an increasingly online world.

The Assembly also launched three important sector resources to support councils' advocacy, planning and delivery. ALGA's [2026 National State of the Assets Report](#) provided an evidence-based picture of the condition, performance and renewal challenge of local government infrastructure. The [2025 Australian Local Government Workforce Skills and Capability Survey](#) offered valuable insights into the sector's workforce and future capability needs, while ALGA's new [Disability Inclusion Guide for Councils](#), developed with support from the Australian Government Department of Health, Disability and Ageing, was launched as a practical online resource to help councils embed inclusion across planning, infrastructure, services, employment and community engagement

Meeting with the Hon. Mark Dreyfus MP

Mayor Cr Dr Simone Zmood joined mayors from Port Phillip (VIC), Maribyrnong (VIC) and Waverley (NSW) to meet with Special Envoy for International Human Rights the Hon. Mark Dreyfus MP. Together, they discussed how different levels of government can work more closely to strengthen social cohesion. Mayor Cr Dr Simone Zmood highlighted opportunities for stronger national support, including investing in community-led programs that bring people together and strengthen participation across diverse communities, and developing a shared national approach to social cohesion with practical tools.

Debate of motions

Councillors represented the Glen Eira community in the debate of 244 motions considered by the NGA to inform future advocacy by ALGA. There was a plenary of debating which occurred over Wednesday 24 and Thursday 25 June.

These motions included solutions to address:

- financial sustainability for councils
- the impacts of climate change
- cybersecurity and the use of artificial intelligence (AI)
- preparation for and recovery from natural disasters
- housing, planning and homelessness
- intergovernmental relations and collaboration.

The theme for the 2026 NGA was *Stronger Together: Resilient. Productive. United*, reflecting the sector's shared commitment to working with all levels of government to deliver better outcomes for local communities. ALGA sought motions that aligned with this theme and identified opportunities for councils to deliver local, place-based solutions that support national priorities.

Outcome of Glen Eira's motions

Glen Eira City Council put forward three motions, all of which were carried. These motions call on the Australian Government to support local government in issues that are critical to the Glen Eira community:

- **motion 3:** climate funding and community resilience
- **motion 86:** social cohesion and antiracism (strategic motion co-sponsored by Glen Eira)
- **motion 166:** homelessness prevention (strategic motion co-sponsored by Glen Eira).

They will now form a part of the national local government advocacy agenda, strengthening Glen Eira's role in shaping sector-wide advocacy priorities.

Other notable outcomes

Other notable outcomes include:

- All 244 motions were debated during the Assembly — 232 were carried (including one late motion), 11 were lost and 1 was withdrawn. Glen Eira also seconded a range of motions that aligned with our priorities.

- Motions 1–158 were discussed on day 1 and motions 159–244 were discussed on day 2.
- The motion which Council had recommended not to support (motion 208) was withdrawn and not voted on.
- Eleven motions were not carried. A summary of rationale is outlined below:

Motion number	Theme	Rationale
119	Carbon pricing	Seen as outside local government remit
145	Plant/equipment electrification	No one-size-fits-all approach across urban and regional councils
147	Tree management standards	Resistance to national standardisation of local operational issues and no one-size-fits all approach
168	Council land assets	Mixed appetite for asset disposal or repurposing and resistance to national standardisation
170	Tiny homes	Not universally applicable and not a scalable solution
194	NDIS reform impacts	Outside local government control and overlaps with state/federal policy
200	Resource tax reforms (PRRT)	Not the role of local government and concerns royalties won't be passed onto local government
202	Mental health funding	Concerns around cost shifting to local government
205	Pet ownership data	Not seen as a local government issue, concerns of cost impacts to and completion rates of the census
217	Local government youth employment	Not universally applicable across all councils and concerns around mandating
234	Reduction of speed limits	Not a one size fits all for local speed limits across all council regions

The outcomes of the Assembly broadly align with Council's advocacy priorities, particularly in relation to climate action, financial sustainability and housing, reinforcing the importance of continued engagement at a national level.

NGA Gala Dinner and Prime Minister's address

The NGA Gala Dinner provided an opportunity for delegates from across Australia to connect and reflect on the important role local government plays in supporting communities. The event brought together councillors, mayors, CEOs and sector leaders.

The Hon Anthony Albanese MP, Prime Minister of Australia opened the Gala Dinner and reaffirmed the Australian Government's support for local government as a trusted delivery partner. His address focused on partnership between all levels of government, the importance of continued investment in community infrastructure and the role councils play in creating places where people feel a sense of belonging and pride. The Prime Minister also highlighted the federal funding being provided to councils and described local government as being best placed to deliver outcomes that directly benefit communities.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There was a strong focus at the NGA on the role of local government in working in partnership with the Australian Government to progress climate action and support resilient communities. Discussions highlighted the importance of collaboration across all levels of government, with councils playing a key role in delivering place-based solutions and enabling action at the local level.

Sessions reinforced that climate resilience is increasingly being considered alongside core community infrastructure, and that local government is well placed to lead and support initiatives through planning, programs and advocacy. Councillors also engaged with exhibitors showcasing sustainable products and services relevant to local delivery.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Participation in the NGA and broader peak body engagement supports Council's ability to respond to sector-wide financial challenges and advocate for sustainable funding outcomes, as aligned to our *Advocacy Priorities 2026–2027*.

Financial sustainability was a key theme across the Assembly, with strong sector-wide concern around cost shifting from other levels of government and the limited capacity for councils to raise revenue. Discussions reinforced the importance of working with the Australian Government to address these structural pressures and ensure councils are supported to meet increasing service and infrastructure demands.

Costs associated with Council's advocacy and participation are managed within the existing operating budget.

POLICY AND LEGISLATIVE IMPLICATIONS

The NGA is an opportunity to advocate for key policy and legislative reform priorities which are critical to deliver the commitments of Council strategies, policies, and programs particularly in the delivery of its:

- *Advocacy Priorities 2026–2027*
- *Council Plan 2025–2029*
- *Climate Emergency Response Strategy 2025–2029*
- *2040 Community Vision*.

Attendance by Councillors at the NGA is in accordance with the *Councillor Civic Support and Expenses Policy*.

COMMUNICATION AND ENGAGEMENT

Council promoted its attendance at the ALGA NGA and our advocacy via a range of channels, including in *Glen Eira News*, on our website and social media.

More information about the program and speakers is available on the [ALGA website](#).

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability
Our community has trust and confidence in our decisions

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The ALGA NGA provided a unique opportunity for Glen Eira's voice to be heard on a national stage and for our community's priorities to influence national policy. Councillors attended the annual ALGA NGA to actively advocate for national issues which affect Glen Eira, and to shape the future direction of councils and communities across the country.

10.7 QUARTERLY REPORTING OF COMMUNITY GRANTS

Author: Lana Cari, Coordinator Community Strengthening

Director: Jane Price, Director Community Wellbeing

Trim No: 26/1150936

Attachments: 1. Senior Citizens Centres Grants April 2026 [↓](#)
2. Social Cohesion Grants June 2026 [↓](#)

EXECUTIVE SUMMARY

This report informs Council of the grants and awards approved between February and June 2026. Programs included the Small Grants, Facility Hire Grants, Youth Excellence Awards, Senior Citizens Centres' Grants and Social Cohesion Grants.

All applications were assessed in accordance with Council's *Community Grants Policy 2023* and the endorsed program Guidelines.

The recipients for the Small Grants, Facility Hire Grants and Youth Excellence Awards are listed in the table in this report. Recipients for the Senior Citizens Centres' Grants and Social Cohesion Grants are provided in Attachments 1 and 2.

This funding round awarded and distributed a total amount of \$238,757 to local community groups and individuals.

RECOMMENDATION

That Council receive and note the Quarterly Report from the Director Community Wellbeing, outlining community grants and awards approved for the period February to June 2026.

BACKGROUND

Council is committed to providing grant funding to not-for-profit organisations to support projects and activities that strengthen community connections, promote inclusion and accessibility, encourage volunteering and new initiatives, and enable community-led delivery.

The Community Grants and Awards Program includes the following:

- **Small Grants** – up to \$1,000 for urgent needs or new projects.
- **Facility Hire Grants** – up to \$7,500 for Council venue hire, with eligibility requirements including not-for-profit status, incorporation, an ABN and \$20 million public liability insurance.
- **Youth Excellence Awards** – year-round recognition for young people aged 10-25 years, with awards from \$360 to \$1,200.
- **Annual Community Grants** – Community Strengthening (up to \$3,000) and Partnership and Events (up to \$10,000).
- **Senior Citizens Centres Grants** – annual funding for seniors' groups for venue hire and program costs.
- **Social Cohesion Community Grants**
In February 2026, Council endorsed a one-off Social Cohesion Community Grants round to support projects that strengthen social cohesion, promote inclusion and build understanding across diverse communities. The round operated in addition to

existing grants and did not duplicate funding. It provided a flexible response to emerging needs outside annual grant timelines.

Recognition programs

Council also provides non-monetary recognition through the Citizen of the Year and Business Excellence Awards programs.

ISSUES AND DISCUSSION

Approved Grants and Awards

Grant Category	Recipient	Grant Amount	Total Amount Distributed
Small Grants	Beit Midrash Oz	\$950	
	Centenary Park Tennis Club	\$950	
	South Eastern Multiple Birth Association	\$965	
	South Oakleigh Wildlife Shelter	\$1,000	
	FoodFilled Incorporated	\$1,000	
	Sing Club	\$1,000	
			\$5,865
Facility Hire Grants	Naarm Textile Collective Inc	\$1,100	
	Scope (Aust) Ltd	\$4,267	
	Kilvington Grammar School Parents and Friends Association (PFA)	\$1,060	
	EHE Rare Cancer Foundation Australia	\$662	
	Jewish Prison Chaplaincy Victoria	\$719	
	Maccabi Victoria	\$280	
	Carnegie Community Choir	\$2,668	
	Glen Eira Cheltenham Art Group	\$1,100	
	Melbourne Chinese Arts & Theatre	\$645	
	Machol Israeli Dance Club	\$7,500	
	"LIDER" School	\$2,902	
	South Eastern Multiple Birth Association	\$155	
	United Jewish Education Board	\$376	
			\$23,434
Youth Excellence Awards	Ho Ching	\$600	
	Aaron	\$600	
	Joanne	\$600	
	Scarlett	\$1,200	
	Alyssa	\$1,200	
	Arvin	\$1,200	
	Agata	\$600	
	Dmitrii	\$600	
	Genevieve	\$1,200	
			\$7,800
Senior Citizens Centres' Grants	Grants were awarded to 37 local senior citizens groups (Attachment 1)	\$87,142	
			\$87,142
Social Cohesion Grants	Grants were awarded to 20 local community organisations (Attachment 2)	\$114,516	
			\$114,516
	Total		\$238,757

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no implications for the Climate Emergency Response Strategy.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Funding for the grant programs is included in Council's 2025-2026 operational budget.

POLICY AND LEGISLATIVE IMPLICATIONS

All community grants and awards applications are currently assessed in accordance with Council's *Community Grants Policy 2023* and the endorsed Guidelines for the programs.

The conflict of interest and confidentiality provisions in the *Local Government Act 2020* and the Councillors' Code of Conduct apply.

COMMUNICATION AND ENGAGEMENT

Council promotes the Small Grants, Facility Hire Grants and Youth Excellence Awards programs throughout the year via the website, social media, *Glen Eira News* and targeted newsletters, including the *Community Development News* e-newsletter to local organisations and community groups.

The Youth Excellence Awards are promoted across Council and Youth Services channels, including showcasing recipients in *Glen Eira News* and podcasts.

Key engagement and communication activities included:

- Promotion of the Senior Citizens Centres Grants to seniors' groups.
- Promotion of the Social Cohesion Grants via website, social media, newsletters and mailing lists.
- Delivery of online grant information sessions for prospective applicants.
- Provision of one-to-one applicant support.
- Notification of ineligible applicants, including tailored feedback.

All applicants are notified of application outcomes. Unsuccessful applicants are provided with feedback to support future submissions. Approved grants and awards are reported quarterly through an Ordinary Council Meeting report.

LINK TO COUNCIL PLAN

Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing
Our community has a strong sense of connection and belonging

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

Officers have notified all community grant and award applicants of the outcome of their applications.

OFFICIAL

Senior Citizens Centres Financial Grants 2026

No.	Organisation name	Centre	Grant amount
1	Bentleigh Bhartiya Club – New Group	Moorleigh	\$628.32
2	Bentleigh Chinese Community Association	Bentleigh SCC	\$5,074.16
3	Bentleigh Chinese Senior Support Group	Bentleigh SCC	\$2,065.84
4	Caulfield Chinese Senior Support Group	Caulfield SCC	\$2,065.84
5	Caulfield Over 50s Dance Group	Glen Eira Town Hall - Auditorium	\$2,018.24
6	Centre Bentleigh Garden Club	Bentleigh SCC	\$499.80
7	Circolo Pensionati Italiani Di Bentleigh	Bentleigh SCC	\$2,756.04
8	Country Women's Association – New Group	Moorleigh	\$242.76
9	DJ Coakley East Bentleigh SCC	East Bentleigh SCC	\$5,940.48
10	Glen Eira Chinese Senior Citizens Club	Caulfield SCC	\$2,665.60
11	Glen Eira Italian Pensioners and Senior Citizens Club	Ormond SCC	\$3,969.84
12	Greek Cyprian Senior Citizens Community of Glen Eira	Bentleigh SCC	\$1,751.68
13	Greek Elderly Citizens Club Caulfield	Caulfield SCC	\$2,246.72
14	Greek Senior Citizens Association of Moorabbin	Moorleigh	\$1,608.88
15	Greek Senior Citizens Club of Carnegie and Murrumbeena	Carnegie Library - Boyd Rooms	\$1,570.80
16	Greek Senior Citizens of Southern Eastern Regions and Districts	Moorleigh	\$1,789.76
17	Greek Women's Senior Citizens Club of McKinnon Rhea	Moorleigh	\$1,542.24
18	Italian Senior Citizens Recreation Group of Caulfield	Caulfield SCC	\$3,674.72
19	Italian Senior Citz Grp of Moorabbin/Circolo Pensionati Italiani Di Moorabbin	Moorleigh	\$4,369.68
20	KG Putt Bentleigh Senior Citizens Club	Bentleigh SCC	\$7,500.00
21	Kondia Limnos Senior Citizens Club	Moorleigh	\$1,080.52
22	Lets Connect	East Bentleigh SCC	\$7,001.96
23	Literary Creative Association Lukomorie	Ormond SCC	\$2,103.92
24	Murrumbeena Probus Club – New Group	Ormond SCC	\$318.92
25	Nadezhda Russian Senior Citizens Club	Caulfield SCC	\$1,956.36
26	Oakleigh Coptic Senior Social Club	Moorleigh	\$1,266.16
27	Ormond Chinese Senior Citizens Club – New Group	Ormond SCC	\$2,118.20
28	Ormond Senior Citizen Club	Ormond SCC	\$7,500.00
29	Refocus Club Melbourne	Caulfield SCC	\$2,075.36
30	The Argos and District Australian Greek Senior Citizens Club of Kastoria	Moorleigh	\$433.16
31	The Club of Bards Song 'The Southern Cross'	Moorleigh	\$818.72
32	The Italian Pension Club of Kingston	Moorleigh	\$2,846.48
33	The Nest of Love Women's Citizen Club	McKinnon Public Hall	\$1,218.56
34	The Sinhala Cultural and Community Services Foundation	Moorleigh	\$1,328.04
35	Yachad Senior Citizens Club	Caulfield SCC	\$1,094.80
	Total		\$87,142.56

Seniors Citizen Centres Non-Financial Grants 2026

No.	Organisation name	Centre	Grant amount
36	Glen Eira U3A	Ormond SCC and Caulfield SCC	Venue allocation only
37	Bentleigh Calisthenics	Bentleigh McKinnon Youth Centre	Venue allocation only
	Total		\$87,142.56

OFFICIAL

Social Cohesion Grants 2026

No.	Organisation name	Project Title	Grant Amount
1	B'nai B'rith Courage to Care Vic	Building Social Cohesion in Local Schools and Communities	\$5,200.00
2	Caulfield and District Netball Association	Glen Eira Community Festival	\$2,930.00
3	Caulfield South Community House	Our Shared Green Space	\$6,308.00
4	Chevra Hatzolah Melbourne Inc	Building Safer, Connected Communities Through First Aid Training	\$7,500.00
5	City of Glen Eira Band	Cohesion Concert Series	\$8,000.00
6	Elsternwick Toddlers Playgroup	Play to Connect	\$5,020.00
7	Evolve Community Hub	Christmas Connections: Ukrainian Wreaths	\$8,007.00
8	Glen Eira Adult Learning Centre	EmpowerMe 2: Pathways to Belonging and Participation for Migrant Women	\$5,800.00
9	Godfrey Street Community House	Recycle and Reconnect Workshops	\$2,910.00
10	Jewish Children's Aid Society	Season of Lights Family Festival	\$5,739.00
11	Lighthouse Foundation	Light the Way: Community and cultural connections for vulnerable Jewish Youth in Glen Eira	\$2,500.00
12	Maccabi Football Club Caulfield	The Second Half: Vitality and Connection on the Pitch for Caulfield Seniors	\$1,841.00
13	Marra Community Hub	Threads of Connection	\$7,475.00
14	Melbourne Holocaust Museum Inc	Critical Thinking In Glen Eira Businesses: Melbourne Holocaust Museum The Space Between	\$7,402.00
15	Moorabbin Area Toy Library	Discover, Play, Connect: Stay and Play Sessions for Glen Eira Families	\$3,521.00
16	Murrumbeena Playgroup	Inclusive Play for All: Supporting Children with Additional Needs at Murrumbeena Playgroup	\$6,686.00
17	Pathways Melbourne	Mishpacha (Family) Programme 2026	\$5,000.00
18	Southside East Caulfield Cricket Club	Bollywood to Boundary	\$7,273.00
19	The Jewish Cultural Centre and National Library Kadimah	Christmas songs for Khanake in Yiddish and English	\$9,954.00
20	Triumph of Good	Learning to Sing– Social Cohesion Program	\$5,450.00
	Total		\$114,516

10.8 RECRUITMENT OF INDEPENDENT MEMBER FOR AUDIT AND RISK COMMITTEE

Author: John Vastianos, Chief Financial Officer

Director: John Vastianos, Chief Financial Officer

Trim No: 26/1156371

Attachments: Nil

EXECUTIVE SUMMARY

Council's Audit and Risk Committee is a critical component of Council's governance framework, providing independent assurance and oversight of financial reporting, risk management, internal controls, compliance and audit activities. The Committee comprises three independent members and Councillor representatives, ensuring an appropriate balance of expertise, independence and accountability in supporting Council's decision-making and oversight responsibilities.

Mr Craig Geddes, an independent member and current Chairperson of the Audit and Risk Committee, will complete his term at the end of the 2026 calendar year. Mr Geddes was first appointed in January 2018 and, in accordance with the Audit and Risk Committee Charter, will reach the maximum allowable tenure of nine years at that time and is therefore not eligible for reappointment.

During his tenure, Mr Geddes has made a significant and valued contribution to Council's governance and assurance framework, providing extensive expertise in financial reporting, auditing, risk management and corporate governance.

To ensure continuity of governance oversight and maintain compliance with the Committee Charter and legislative requirements, Council is required to fill the forthcoming vacancy for an independent member.

This report seeks Council approval to commence a structured and transparent recruitment process, including public advertisement, to appoint a suitably qualified independent member to the Audit and Risk Committee. This approach will ensure Council continues to benefit from strong independent expertise and maintains a robust governance and assurance framework.

A further report will be presented to Council following completion of the recruitment process to consider the appointment of a preferred candidate.

RECOMMENDATION

That Council:

1. Acknowledges that Mr Craig Geddes will complete his term as an independent member of the Audit and Risk Committee at the end of the 2026 calendar year, having reached the maximum nine-year tenure in accordance with the Audit and Risk Committee Charter.
2. Authorises the Chief Executive Officer to commence a recruitment process, including public advertisement, to appoint a suitably qualified independent member to the Audit and Risk Committee.
3. Approves that a further report be presented to Council to consider the appointment of a preferred candidate following completion of the recruitment process.

BACKGROUND

The Audit and Risk Committee is a key element of Council's governance framework and is established in accordance with Division 8 of the *Local Government Act 2020*. Section 53 of the Act requires Council to establish an Audit and Risk Committee to monitor, review and provide advice on Council's financial and performance reporting, risk management framework, system of internal control, and audit functions.

The Committee comprises three independent members together with Councillor representatives. Independent members are essential to ensuring the objectivity, integrity and effectiveness of the Committee's deliberations and advice to Council.

Mr Craig Geddes was initially appointed as an independent member of the Audit and Risk Committee in January 2018 and has served as Chairperson since January 2023. During his tenure, Mr Geddes has made a substantial contribution to strengthening Council's governance, financial oversight and risk management practices.

In accordance with the Audit and Risk Committee Charter, independent members may serve a maximum tenure of nine years (inclusive of reappointments). Mr Geddes will reach this tenure limit at the end of the 2026 calendar year.

ISSUES AND DISCUSSION

a) Compliance with the Charter

The Audit and Risk Committee Charter provides that independent members are generally appointed for three-year terms, with a maximum tenure of nine years in total. The Charter also requires that terms be structured to support continuity of the Committee, ensuring that no more than one independent member's term concludes within any one year.

The Charter further requires that the Committee collectively maintains expertise across financial management and reporting, risk management and public sector governance. Maintaining this balance is essential to ensure the Committee can effectively discharge its oversight and advisory responsibilities.

b) Independent Member's End of Term (Mr Craig Geddes)

Mr Craig Geddes is a highly experienced independent member of Audit and Risk Committees, with service across both the public and not-for-profit sectors. He has been a member of the Glen Eira Audit and Risk Committee since January 2018.

Mr Geddes was initially appointed for a three-year term to January 2021 and has subsequently been reappointed, including serving as Chairperson. During this period, he has provided the Committee with a high level of expertise across financial management, accounting, financial reporting, auditing, risk management and corporate governance. His contribution has been instrumental in strengthening Council's governance and assurance framework.

Mr Geddes will attend his final Audit and Risk Committee meeting in November 2026, prior to concluding his term at the end of the 2026 calendar year. At that time, he will have reached the maximum allowable tenure of nine years under the Audit and Risk Committee Charter. Both officers and Councillors have highly valued his contribution, insight and professionalism, and it is appropriate that his service be formally recognised by Council.

The current composition and term details of independent Audit and Risk Committee members are outlined below:

Independent Member	Original Appointment Date	Current Term Expiration Date	Length of Term
Lisa Tripodi	January 2023	January 2029	6 years
Menchi Schneier	January 2020	January 2028	8 years
Craig Geddes	February 2018	January 2027	9 years

Mr Geddes' upcoming departure will create a vacancy for an independent member of the Audit and Risk Committee, requiring Council to commence a recruitment process to ensure continuity of skills, independence and governance oversight.

c) Recruitment Process of New Independent Member

To ensure continuity and maintain compliance with the Charter, it is proposed that Council undertake a structured and transparent recruitment process to appoint a new independent member.

The position will be publicly advertised to attract suitably qualified candidates.

Shortlisted candidates will be assessed against defined selection criteria, including:

- **Governance and Risk Management Expertise** – Demonstrated senior experience in governance and risk management. Ability to support strong oversight and internal control environments.
- **Financial and Audit Expertise** – Strong knowledge of financial management, reporting, internal controls and auditing. Ability to review and interpret financial statements and audit findings.
- **Financial Sustainability and Strategic Insight** – Experience contributing to financial sustainability and long-term decision-making. Understanding of cost pressures and service delivery challenges.
- **Audit and Risk Committee / Board Experience and Professional Standing** – Experience serving on boards or audit and risk committees. Supported by relevant tertiary qualifications and/or professional accreditation.
- **Public Sector and Local Government Understanding** – Understanding of public sector or local government frameworks. Awareness of regulatory obligations and key sector risks.

Following completion of the assessment process, the panel will recommend a preferred candidate for Council's consideration and formal appointment.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Not Applicable.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Remuneration - independent members of the Audit and Risk Committee receive annual remuneration as follows:

- Chairperson – \$11,550 per annum
- Independent Members – \$9,890 per annum

Committee Meetings - the Committee meets five times per year.

POLICY AND LEGISLATIVE IMPLICATIONS

Local Government Act 2020

- Division 8 – Audit and Risk Committee
- Section 53 – Requirement to establish an Audit and Risk Committee
- Section 54 – Audit and Risk Committee Charter

Glen Eira City Council Audit and Risk Committee Charter

COMMUNICATION AND ENGAGEMENT

The recruitment process for a new independent member will be publicly advertised to ensure a competitive and merit-based selection process and to attract a diverse pool of suitably qualified candidates. Advertising will be undertaken across a range of targeted platforms, including LinkedIn, the Australian Institute of Company Directors (AICD) website, and Glen Eira City Council's website.

These channels have been selected to maximise reach across professional governance, finance and risk networks, as well as to promote transparency and accessibility in the recruitment process. The approach will support Council in identifying candidates with the appropriate skills, experience and independence required to contribute effectively to the Audit and Risk Committee.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability. We are financially secure and sustainable.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The Audit and Risk Committee is a cornerstone of Council's governance and assurance framework, supporting transparency, accountability, and sound financial and risk management practices.

The completion of Mr Craig Geddes' nine-year tenure at the end of the 2026 calendar year, in accordance with the Audit and Risk Committee Charter, necessitates the appointment of a new independent member to maintain the Committee's capability and compliance.

Commencing a structured and transparent recruitment process at this time will ensure continuity of independent oversight, preserve the strength and integrity of the Committee, and position Council to secure a suitably qualified independent member to support its ongoing governance obligations.

11. URGENT BUSINESS

12. ORDINARY BUSINESS

12.1 Requests for reports from a member of Council staff

12.2 Right of reply

12.3 Notice of Motion / Notice of Rescission

12.4 Councillor questions

13. CONFIDENTIAL ITEMS

Nil

14. CLOSURE OF MEETING