



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 ANNUAL REPORT 2024–2025



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ACKNOWLEDGEMENT OF COUNTRY

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

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

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





REPORT OF OPERATIONS

Parks Services staff running a community tree planting day

ABOUT THIS REPORT

This *Annual Report* demonstrates our commitment to deliver our *Council Plan 2021–2025* and respond to our *Community Vision*. It provides a transparent update on our performance and promotes awareness of the facilities, programs and services we provide to our community.

This report also incorporates the Quarterly Service Performance Report for April to June 2025. This means that, in addition to providing a comprehensive overview of our performance for the full financial year, this report also serves as our final quarterly update for 2024–25.

The Local Government Act 2020 (the Act) requires every council in Victoria to prepare an annual report each year.

The Mayor must present the report at a Council meeting open to the public by 31 October following the end of the financial year, or in the case of an election year, at least one day before the date of the election. The report consists of three sections:

- > *Report of Operations* including a progress update on the delivery of our *Council Plan* and the major initiatives set out in our *2024–25 Annual Budget*, and results of our *Council Plan* strategic indicators
- > Financial Statements reporting our financial performance against our budget
- > Performance Statement including prescribed performance indicator results.



Glen Eira Mayor Councillor Simone Zmood outside Elsternwick Classic Cinemas.



THE CITY OF GLEN EIRA

GLEN EIRA 2040 COMMUNITY VISION

Our *Community Vision* describes what our community values and wants to see in the future. It guides strategic planning and decision-making.

Our *Community Vision* statement is: **Our Glen Eira:
A thriving and empowered community working together
for an inclusive and sustainable future.**

This is supported by six guiding principles:

- > We work together
- > Planning for community resilience
- > Inclusive and healthy community
- > Maximise and diversify our green and natural spaces
- > We are proactive in meeting challenges and innovate using evidence-based methods
- > Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression

Our purpose

We exist to provide services, facilities, support and advocacy for the benefit and wellbeing of the community, including residents, ratepayers, businesses, community groups and visitors.

Our values

At Glen Eira, our values support us to provide great customer service. Our five key values are:

- > Collaboration — working better together
- > Respect — being understanding and considerate
- > Service excellence — delivering for our customers
- > Integrity — being open and honest
- > Innovation — expressing ideas and adding value



Left: A Glen Eira family day care educator caring for two young children in her home.
Right: Members of a local community group getting crafty at Moorleigh Village.

A CITY AND ITS PEOPLE

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD and covers 39 square kilometres. 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. The area rests on the traditional lands of the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation.

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 - each with their own unique identity and local character.

Population

- > 161,027 residents in 2024, projected to grow to 198,431 by 2046*
- > 59,792 households**
- > 411 residents are of Aboriginal and Torres Strait Islander Heritage**
- > 4.8 per cent of residents need daily assistance due to disabilities (59 per cent female, 41 per cent male)**
- > 14.1 per cent of adults identify as LGBTIQ+ (compared to 11 per cent across Victoria)**

Culture

- > One-third of residents were born overseas**
- > More than 120 different cultural backgrounds**
- > Most common countries of birth: China (4.5 per cent), India (4.4 per cent), England (3.3 per cent), South Africa (2.4 per cent), Israel (1.5 per cent)**.
- > Glen Eira is home to the largest Jewish community in Victoria, with 54.9 per cent of the Victorian Jewish population calling Glen Eira home**

Age**

- > 0-4: 7,772
- > 5-14: 18,308
- > 15-24: 17,800
- > 25-39: 33,850
- > 40-54: 30,875
- > 55-64: 16,101
- > 65+: 24,225

Languages spoken**

Other than English, the most common languages spoken at home are:

- > Mandarin (5.6 per cent)
- > Greek (3.6 per cent)
- > Russian (3.1 per cent)
- > Hebrew (2.1 per cent)
- > Hindi (1.2 per cent)



Glen Eira City Council 2025 Lunar New Year activities.

Employment and education**

- > More than 90,000 employed residents
- > Unemployment rate 4.2 per cent (compared to 5.3 per cent across Greater Melbourne)
- > Year 12 completion rate 75.4 per cent (compared to 64.3 per cent across Greater Melbourne)

Our places

- > 7 major activity centres (Bentleigh, Carnegie, Caulfield, East Village, Elsternwick, Glen Huntly, Moorabbin Junction)
- > 11 neighbourhood centres (Alma Village, Bentleigh East, Caulfield Park, Caulfield South, Gardenvale, Hughesdale, McKinnon, Murrumbeena, Ormond, Patterson, Ripponlea)
- > 36 local centres
- > More than 17,000 local businesses
- > Approximately 48,000 local jobs
- > 76 per cent of residents have regular public transport access within 400 metres
- > 868 kilometres of footpaths
- > 9 kilometres of bike and shared paths
- > 186 hectares of parks, reserves, sporting grounds and car parks

- > 76 open space reserves
- > 48 playgrounds
- > 73 sports clubs
- > 3 Council run leisure facilities

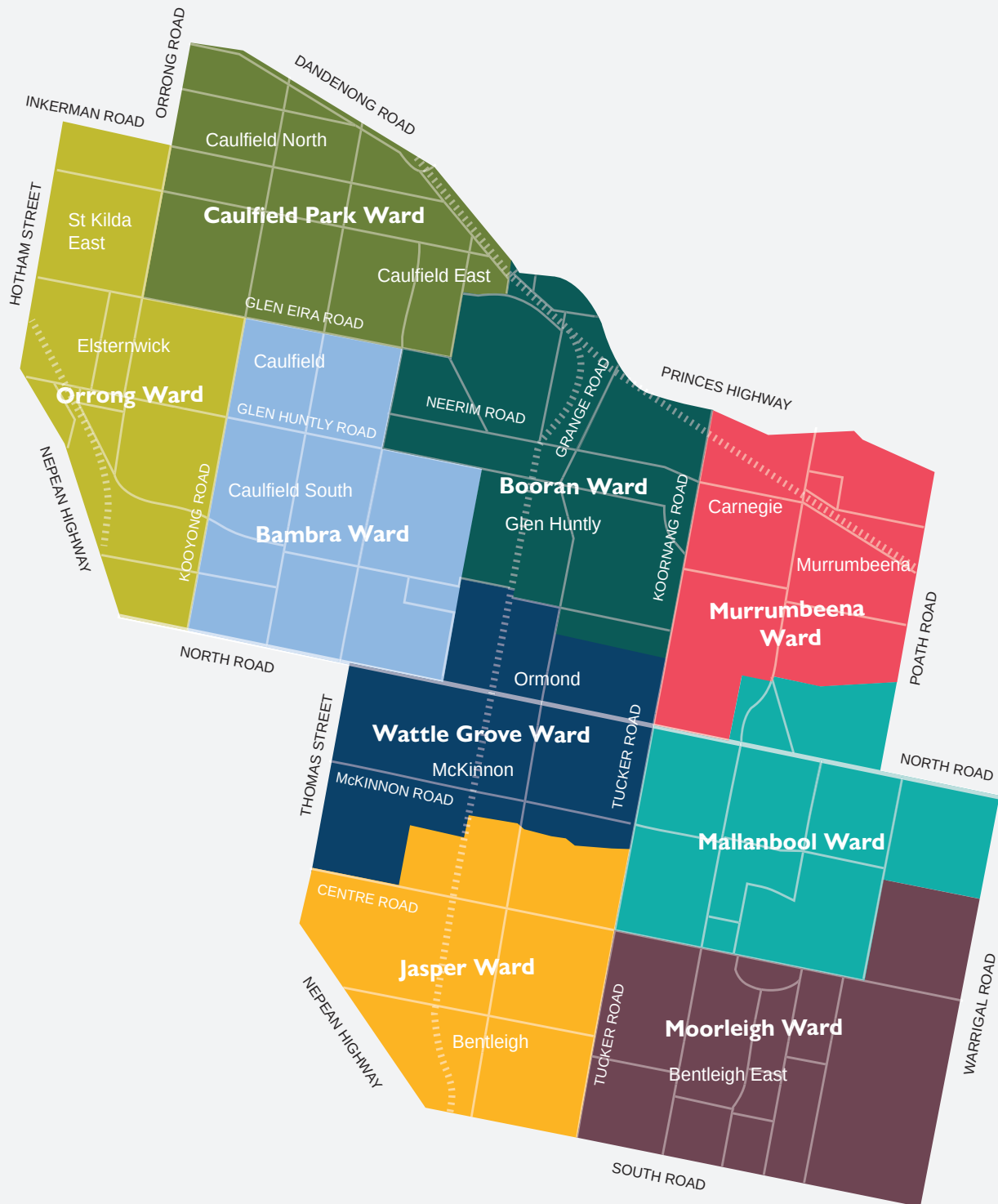
Healthcare and Education

- > 4 hospitals
- > 7 Council run maternal and child health centres
- > 39 schools
- > 1 university
- > 4 Council run libraries
- > Sustainability and circular economy
- > 12.5 per cent tree canopy cover in the public realm
- > 87 average tonnes of landfill waste per household per quarter
- > 238 tonnes of kerbside and municipal waste diverted annually from landfill
- > 11.4 tonnes of e-waste collected annually
- > 19,000 tonnes of food and grain organics collected annually

* ProfileID – ABS ERP 2024

** ABS (2021 census)

GLEN EIRA WARD MAP



The City of Glen Eira is located in the south eastern suburbs of Melbourne.

KEY HIGHLIGHTS OF THE YEAR



CARNEGIE MEMORIAL SWIMMING POOL MAKES A SPLASH

Since reopening in January 2025, the redeveloped Carnegie Memorial Swimming Pool has quickly become one of Glen Eira's most popular community facilities. With more than 280,000 visits in just six months, it's clear the centre is meeting local demand for healthy, active lifestyles. We've added 90 group fitness classes and welcomed 1,186 new swim school students — making it easier for people of all ages and abilities to stay active and connected. This investment supports our long-term vision for healthy, inclusive and liveable neighbourhoods — and contributes to better quality of life for our residents.



LISTENING TO YOU — PLANNING TOGETHER

This year, we continued to place community voices at the heart of our planning. More than 3,200 residents took part in 20 engagement projects, helping us explore ideas like a cat curfew, looking at ways to make our main activity centres more vibrant, and a new dog park. In February 2025, we launched *Our Place, Our Plan* — a major conversation about Glen Eira's future. As part of this, we recruited 38 local residents to join a new Community Priorities Panel to help shape our long-term plans. Together, we're making decisions that reflect your values and aspirations, and building a stronger Glen Eira for generations to come.



PROTECTING OUR URBAN FOREST

Our trees help cool our suburbs, improve air quality and enhance the character of our neighbourhoods. In August 2024, we adopted the Glen Eira Canopy Tree Protection Local Law — a key step in safeguarding trees on private land. Residents now need a free permit to remove, significantly prune or work near large canopy trees. This helps preserve the natural beauty and environmental health of our City, supporting our broader goals around sustainability, climate resilience and urban biodiversity — all of which contribute to a better quality of life now and into the future.



FAIR ACCESS FOR ALL IN SPORT

In September 2024, we adopted the *Glen Eira Fair Access Policy and Action Plan* to help make local sport more welcoming and inclusive — particularly for women and girls. The policy sets clear actions for Council and clubs to improve access to facilities, increase participation and create safe, equitable environments for players, coaches, volunteers and spectators. This work supports our commitment to gender equity and inclusive communities — and ensures more people can enjoy the physical, social and mental health benefits that active recreation brings to everyday life.



WELCOMING OUR NEW COUNCIL

In November 2024, Glen Eira residents elected a new group of Councillors for the 2024–2028 term — under a new ward structure with one Councillor representing each of our nine wards. This change gives residents more direct representation and strengthens accountability across the municipality. Cr Simone Zmood was elected as Mayor and Cr Luca Ragni as Deputy Mayor for the first year of Council's term, leading a team of four new and five returning Councillors. Together, they are committed to working with the community with care, integrity and respect.



REPAIR CAFÉS: FIXING WITH HEART

In September 2024, we launched our first Repair Café events — giving residents a chance to fix broken items, reduce waste and connect with their neighbours. Over six sessions, 290 residents brought everything from clothing to appliances to be repaired by skilled volunteers. This grassroots initiative is a practical way to build a more circular economy while strengthening community connections and resilience — and supporting a more sustainable and satisfying way of life.

FAST FACTS

Queens Avenue, Caulfield East.

12,252

KEY AGES AND
STAGES MATERNAL
AND CHILD
HEALTH VISITS

1,118,504

LIBRARY LOANS

5,732

RESPONSES
TO HAVE YOUR
SAY SURVEYS

1,189

TREES PLANTED

1,984

PLANNING
APPLICATIONS

11,420

TONNES E-WASTE
COLLECTED

FAST FACTS



COMMUNITY ENGAGEMENT

- > 5,732 responses to *Have Your Say* surveys
- > 20 community engagement programs conducted



TREES PLANTED

- > 1,189 trees planted in streets, parks and reserves
- > 10 trees added to the *Classified Tree Register*



PLANNING APPLICATIONS

- > 1,984 applications and procedural requests decided
- > 90 per cent of planning enforcement requests resolved



RECYCLING AND WASTE

- > 11,420 tonnes of e-waste collected through library collections
- > 19,015 tonnes of food and garden organics collected through kerbside service
- > An average of 69.7 per cent of kerbside collection waste diverted from landfill



FAMILY, YOUTH AND CHILDREN'S SERVICES

- > 1,258 attendees for youth programs delivered in the community
- > 2,694 attendees for youth programs delivered in schools
- > 4,676 attendees at youth special events
- > 12,252 Key Ages and Stages Maternal and Child Health visits



LIBRARIES

- > 1,118,504 library loans (physical and digital)
- > 580,000 library visits
- > 1,769 library programs delivered
- > 52,687 attendances at library programs



WELCOME

A celebration in Booran Reserve for Diwali Festival of Lights in November 2024.

MAYOR AND CEO OVERVIEW

Welcome to our *Annual Report* for the year ended 30 June 2025. This report reflects how we've delivered services, invested in infrastructure and supported our community while remaining accountable for the management of public funds and resources. It's also an opportunity to share how we've responded to new opportunities and complex challenges during the first year of the new Council term.

Council Plan progress in 2024–25

Through our annual *Council Plan Action Plan*, we set 50 actions to deliver in 2024–25 contributing to delivery of the promises we made in the *Glen Eira Council Plan 2021–2025*. Of the 50 actions, 37 were successfully completed. The remaining 13 actions include five that are well progressed and eight that were impacted by external factors.

For information on our performance see (p.56) *Council Plan progress 2024–25*.

Navigating change and strengthening governance

This was a year of transition and renewal. Following new ward boundary changes, residents elected a new Council at the October 2024 local government elections. Our new Councillors have already set a strong direction for Glen Eira, kicking off development of our next four-year *Council Plan 2025–2029* which involves extensive engagement with our community.

We've strengthened our governance systems through changes to the *Local Government Act*, adopting updated Governance Rules, a new Local Law and a refreshed *Good Governance Framework*. These improvements support transparency, integrity and better representation — the foundations for effective local government.

We have remained focused and united in our purpose, backed by strong internal engagement that continues to place Glen Eira in the top quartile of councils Australia-wide — a proud achievement and a reflection of our

culture as one of the municipality's largest employers.

This year also marked a leadership transition with the appointment of Lucy Roffey as Chief Executive Officer. We extend our sincere thanks to outgoing CEO Rebecca McKenzie for her outstanding leadership and contribution to Glen Eira. Her legacy leaves a strong foundation as we continue to navigate change, foster good governance, and deliver meaningful outcomes for our community.

Building a better Glen Eira

The past year has seen the return and delivery of major community projects that residents have long looked forward to. The redeveloped Carnegie Memorial Swimming Pool reopened in January 2025 — a milestone for our community and a testament to sustainable design. Similarly, we completed the Queens Avenue bike path in Caulfield East and delivered \$7.5 million in active transport improvements across Glen Eira, supporting safer, healthier and more connected travel options.

Investment in public open space has been another highlight and remains a top priority. We finalised the purchase of the Mimosa Road site in Carnegie and acquired the Elsternwick Club site in June 2024, bringing the total value of open space acquisitions over this Council term to around \$27.3 million in new open spaces for our community.

The introduction of our Canopy Tree Protection Local Law in August 2024 and adoption of the *Fair Access Policy* and *Action Plan* in September 2024 further reflects our commitment to equity, sustainability and greener neighbourhoods.

Through our *Community Places* program, we've continued to support inclusive, activated spaces where people can connect and belong.

For more information see [Strategic Direction 2](#) — Access to well designed and maintained open spaces and places.

Supporting inclusion, events and safety

We marked the successful transition of our in-home and social support services to Bayside City Council in November 2024, ensuring continuity of care for older residents and a strong local service footprint.

Our diverse community came together through signature events, such as *Carols in the Park*, *Diwali*, *Barbra Streisand*, *Under the Stars*, *Groove and Graze* and more. These events continue to celebrate our identity and foster connection.

Glen Eira Leisure also held four sensory friendly events bringing families together in a quiet and relaxed space. *Our annual International Day of People with Disability — Come and Try* day was also held at Glen Eira Sports and Aquatic Centre on 4 December where 250 participants explored various sporting activities for people with disability.

Our *Disability Awareness in Schools* program visited seven primary schools where 725 students participated in understanding more about barriers people with disability face daily in a fun and interactive way.

Community safety remained a key focus. In early 2025, we launched a dedicated safety taskforce, hosted a community safety day and strengthened partnerships with Victoria Police and local organisations to promote social cohesion and respond to community concerns.

In March, we hosted a regional roundtable on community safety, crime prevention and social cohesion — bringing together neighbouring councils and local stakeholders to share insights and explore collaborative solutions. Following the event, we issued a joint advocacy letter from seven local mayors to the Minister for Local Government calling for increased frontline police, expanded youth crime prevention and diversion programs, and greater support for Neighbourhood Watch and local initiatives.

For more information see [Strategic Direction 5](#) — A healthy, inclusive and resilient community.

Advocating for a better Glen Eira

One of our most important roles is to advocate for what matters to our community. Advocacy is where we publicly voice our support for projects and policies to other levels of government, peak bodies, industry and non-government groups, and community advocacy groups.

This year, we championed the priorities outlined in our *Advocacy Priorities 2024–2025*, endorsed in June 2024. Our efforts focused on:

- > a strong response to the climate emergency through initiatives like investing in renewable energy, retrofitting building and encouraging sustainable behaviour through circular economies
- > the creation of more public open space
- > a stronger planning system
- > action on housing needs and homelessness
- > planning for effective flood control and water management
- > creating safe and inclusive environments that foster an active, healthy and socially connected community.

In addition to this, we developed federal advocacy priorities for the electorates of Goldstein, Hotham and Macnamara prior to the federal election held in May 2025.

As part of our advocacy campaign, we received \$900,000 to upgrade the Bailey Reserve Softball Pavilion from the re-elected Australian Government. The government also committed \$18 million towards the creation of a Jewish Arts Quarter in Elsternwick. The Quarter will include a relocated Jewish Museum of Australia, a redeveloped Kadimah Jewish Cultural Centre and National Library, the Melbourne Holocaust Museum and the existing campus of Sholem Aleichem College. The Australian Government also committed \$60,000 to expand learning spaces at the Glen Eira Adult Learning Centre (GEALC). GEALC provides an important service to adults in Glen Eira with courses in health services, arts, business, English and more.

For more information on how we advocate for our community see [Strategic Direction 1](#) — Well-informed and transparent decisions and highly valued services.

Engaging with our community

Engaging with our community is critical to ensuring the decisions we make reflect the goals and aspirations outlined in the *Glen Eira 2040 Community Vision*. Our community has told us that representative and genuine engagement is a vital element of building trust as we work together to plan for future challenges.

In August 2024, we checked in with our community to make sure the *Glen Eira 2040 Community Vision* still felt right. More than 90 people told us that the vision created by the community for the community still stacked up.

February 2025 was the launch of our biggest community conversation yet — *Our Place, Our Plan* — *shaping Glen Eira together*. This important and vibrant community conversation was centred around hearing from our community to develop our key four-year plans. As part of this conversation, a group of 38 community members came together to represent Glen Eira's rich diversity and learn about our role and the opportunities and challenges we face. They then developed 35 thoughtful and actionable

recommendations that were endorsed by Council in May 2025. These recommendations are being used to inform the development of our long-term plans, including the *Council and Community Wellbeing Plan*, alongside the broader community's feedback and sound research and expert advice.

During 2024–25, we also consulted with the community 20 times on a variety of projects through drop-in sessions, community surveys, questionnaires, feedback submissions and virtual public forums.

For more information on engagement at Glen Eira or to get involved, visit our *Have Your Say* website at www.haveyoursaygleneira.com.au



An engagement pop-up stall at an outdoor music event for Valentine's Day.

Managing development and growth

Throughout 2024–25, we continued to take a proactive and strategic approach to growth and development across Glen Eira. We progressed structure planning for key precincts, including an amendment to the *Elsternwick Structure Plan*, reflecting our commitment to supporting increased housing while preserving the unique character, heritage and identity of our suburbs. However, recent announcements by the Victorian Government will significantly reshape how planning decisions are made in Glen Eira. Under these changes, the Victorian Government will take over planning control of key activity centres — including Bentleigh, Carnegie, Caulfield, Elsternwick, Glen Huntly, Ormond and Murrumbeena — bypassing local planning processes and consultation. We are deeply concerned about the potential impacts on neighbourhood character and local sustainability. While we recognise the need for more housing, population growth must be supported by timely investment in parks, schools, transport and public infrastructure. We will continue to advocate strongly to ensure local voices are heard and Glen Eira's needs are not overlooked.

For more information see [Strategic Direction 3](#) — A liveable and well-planned City

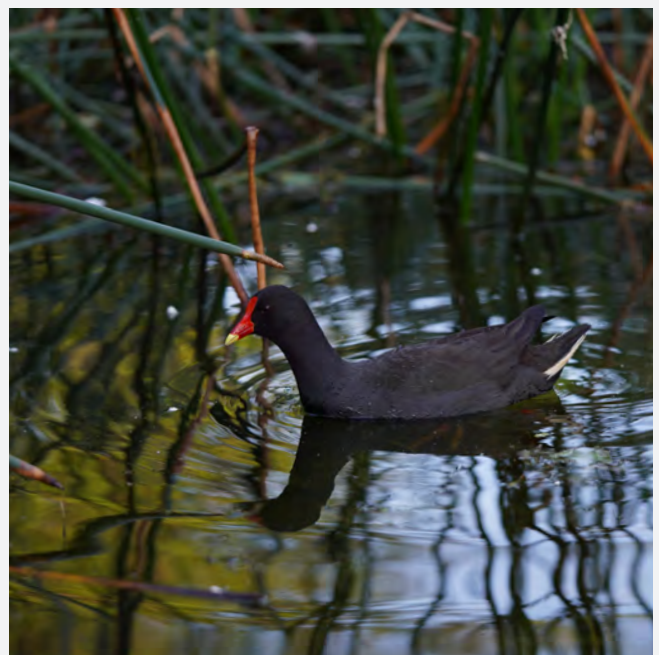
Tackling the climate emergency locally

Our climate response ramped up this year. We began our \$6.5 million project to transition Glen Eira Sports and Aquatic Centre to electric operations, rolled out new waste contracts and continued to grow programs that build community climate resilience — including the Repair Café and Sustainability Champions program.

We have also created our first ever *Biodiversity Plan* to guide us in protecting our natural environment. The *Biodiversity Plan* outlines our actions over the next four years to protect and enhance local ecosystems, wildlife and natural habitats. It responds to our community's priorities — protecting native plants and animals, conserving and improving our leafy streets and open spaces, and bringing people together to support local biodiversity.

Our work is guided by our *Climate Emergency Response Strategy* [Dhumbali Wurrungi-biik Parbin-ata] and we are proud of the practical and measurable steps we've taken.

For more information see [Strategic Direction 4](#) — A green and sustainable community.



Left: Bustling Centre Road, Bentleigh — one of Glen Eira's major activity centres.
Right: A dusky moorhen in Caulfield Park Lake which recently had chicks after restorative works in the lake.

Challenges

We continue to face financial pressures due to cost shifting from other levels of government, rate capping that is out of step with increases in the cost of insurance, utilities and construction, and growing community demand for enhanced infrastructure and services. The impacts of Victorian Government changes to planning policy — including changes to ResCode and fast-tracking high-density housing — will be felt locally and we are actively advocating to ensure Glen Eira’s needs are represented.

We also confronted direct challenges on the ground. Acts of vandalism, including damage to more than 200 park trees in December 2024, were disappointing but we were touched by the community’s response in getting behind us to protect community assets. We’ve worked hard to counter a rise in graffiti by acting fast on reported instances and proactively installing murals in Elsternwick, Glen Huntly and Murrumbeena to brighten up our streets and deter vandals.

At the same time, our community felt the impact of global events as well as appalling incidents of hate-fuelled violence locally, impacting feelings of safety. This culminated in the tragic Adass Synagogue attack in December 2024, which we condemned. These events are tragic and reaffirmed our important role in fostering a safe, inclusive and resilient City for all by doing what we do best — connecting people and supporting partnerships between different groups and agencies.

We remain focused on long-term financial sustainability, service excellence and delivering responsible budgets that prioritise what matters most. Advocacy continues to be one of our most powerful tools and over the past year we’ve used our voice to push for fairer funding and



A trio of murals in Lois Lane, Elsternwick with the artist Sasha (Right) and the ideator Toni (Left), founder of *Tonic Australia*.

better planning processes, and improved transport and infrastructure outcomes for our community. We’ve also heard that our community wants us to focus on what matters most in light of these challenges: services that benefit everyone, support those who need it most and deliver value in fair and transparent ways. We’re exploring other innovative ways to achieve this while ensuring our financial sustainability. Our community will be front and centre as this picture evolves.

Looking ahead

As we look ahead to a new chapter for Glen Eira, we are excited by the opportunities to build on the strong foundations already in place. With a clear sense of purpose and a shared commitment to serving our community, we look forward to working together to deliver positive outcomes for all who live, work, study and visit our City. We also extend our sincere thanks to Rebecca McKenzie for her exceptional leadership and dedication to Glen Eira. Her contribution has helped shape a high-performing organisation with a strong culture and clear direction — a legacy we are proud to continue.

One of our most important priorities in the year ahead is the finalisation of our new *Council Plan*. This *Plan* will set the direction for the next four years and beyond — helping us define our community's aspirations, sharpen our strategic focus and ensure our services and infrastructure meet the needs of today and tomorrow. Community input will be central to this process.

We're committed to listening, learning and co-creating a future Glen Eira that reflects the values and voices of those who live, work, study and visit here.

We would like to sincerely thank our community, Councillors, partners and staff for your ongoing trust and commitment. Your feedback, participation and resilience have guided us through a year of challenges and progress — and they will continue to shape the City that we are building together.

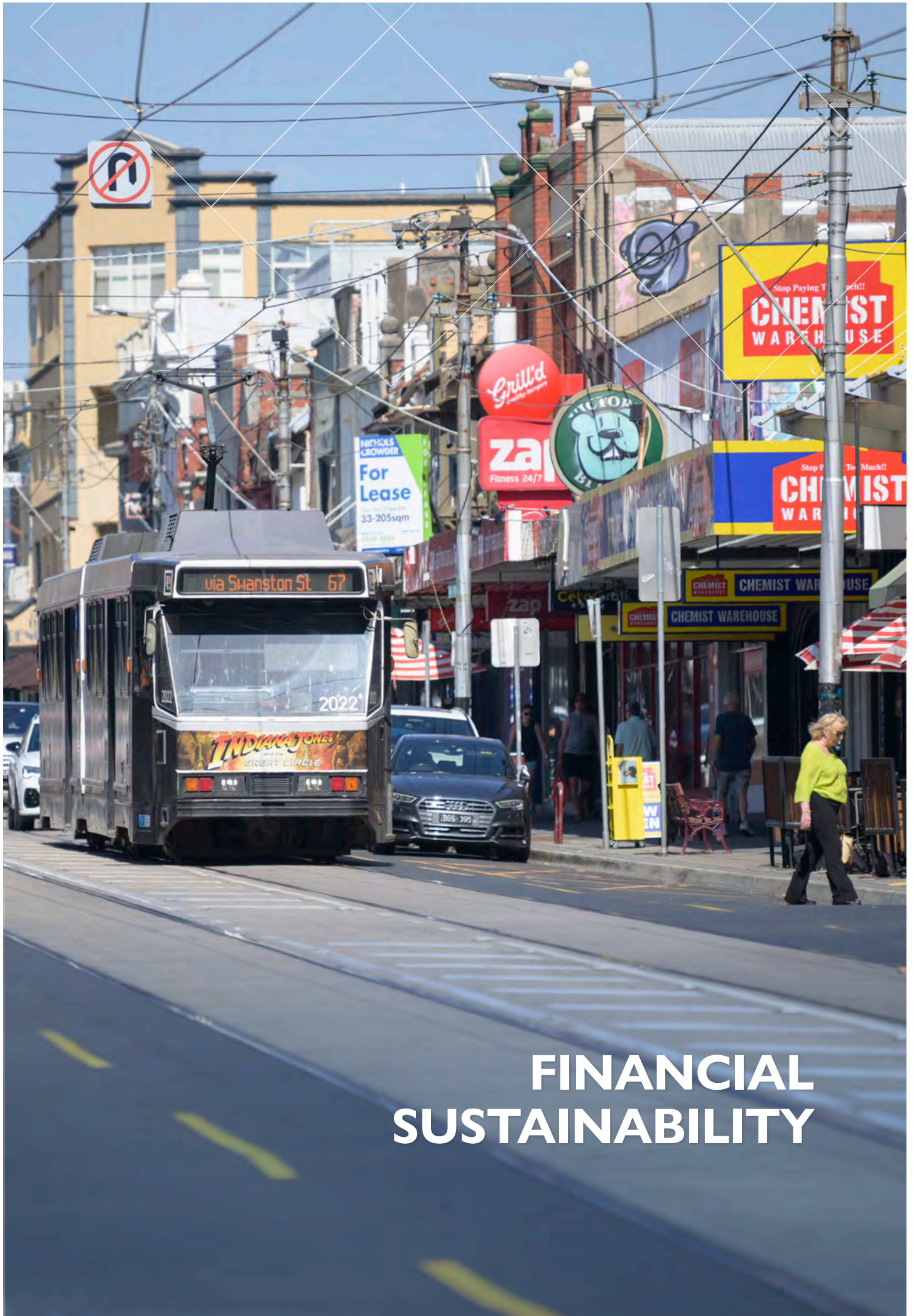
We encourage you to explore this *Annual Report* to learn more about what we've achieved together — and what lies ahead.

Cr Simone Zmood
Mayor

Lucy Roffey
Chief Executive Officer



Left: Glen Eira Mayor Cr Simone Zmood with Deputy Mayor Cr Luca Ragni. Right: CEO Lucy Roffey.



FINANCIAL SUSTAINABILITY

FINANCIAL SUSTAINABILITY OVERVIEW

As at 30 June 2025, our financial position remains stable but the broader environment is increasingly difficult. While reported outcomes suggest a positive result, they are shaped by one-off grants and accounting adjustments that obscure the underlying pressures. Rising costs, limited revenue growth, and increased service demands from other levels of government continue to stretch Council's resources, reinforcing the need for ongoing financial discipline and strategic reform to safeguard long-term sustainability.

Our budget and actual result for 2024-25 is shown below for each service of Council. This equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

Positive variance movements relate to either an increase in revenue or a decrease in expenditure compared to budget. Negative variance figures (in brackets), relate to a decrease in revenue or an increase in expenditure compared to budget.

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program One – Our Council	Your enquiries and requests	Our Service Centre responds to enquiries and requests received by telephone, in person at the Town Hall, via the website, email and other online methods.	(2,795)	(2,506)	(289)
Program One – Our Council	Venue management and hire	Manages Council venues and facilities such, as meeting rooms, halls, pavilions, multipurpose courts and rotundas that are available for the community to hire.	(416)	(893)	478
Program One – Our Council	Your rates	Collects rates from the owners of 71,000 properties in the City of Glen Eira so that we can fund and deliver infrastructure and services. Calculates how much each property owner pays in rates based on property values. Applies pensioner rebates for eligible ratepayers. Collects the waste charge to fund rubbish and recycling collection and disposal. Collects the fire property services levy on behalf of the Victorian Government to support our emergency services.	113,786	113,676	110

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program One – Our Council	Council decisions	Supports our nine elected Councillors, including the Mayor and Deputy Mayor to perform the duties of their roles. Provides governance support, ensuring Council meetings where our Councillors make decisions are managed effectively. Advocates to the Australian and Victorian Governments on behalf of the Glen Eira community by working closely with our local Members of Parliament to address the issues that affect our shared communities. Engages and consults with our community to ensure local people, businesses and other stakeholders are well informed about Council decisions and able to provide their input and feedback on decisions that impact them. Reports transparently on Council decisions and performance in our Quarterly Service Performance Reports and Annual Report.	(3,525)	(3,308)	(217)
Program One – Our Council	Council news and information	Manages Council's external and internal communications, including our websites, social media, and publications, such as the monthly Glen Eira News.	(2,037)	(2,037)	(93)
Program One – Our Council	Our organisation	Internal functions that lead and ensure the effective operation and continuous improvement of our organisation. Defines our strategies, manages risk, ensures strong governance and compliance with relevant laws. Provides the digital systems and technology we need to communicate and manage information. Manages a workforce of over 1,400 employees (equivalent to almost 708 full time positions) and an annual operating budget of over \$200 million and assets valued at \$2.7 billion.	(36,136)	(34,147)	(1,988)

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program Two – Our Community	Business community	Supports new or growing businesses through permits and approval processes and provides business networking and mentoring opportunities. Develops plans to enhance our local economy and activity centres.	(453)	(547)	93
Program Two – Our Community	Children's services	Provides services and activities for children and their parents to increase social connections and create learning opportunities	(1,068)	(1,418)	350
Program Two – Our Community	Community support	Develops plans to strengthen the health and wellbeing of our communities and groups. Administers grants to support not-for-profit community groups and organisations to deliver projects and activities that benefit the Glen Eira community, providing meaningful social impact and responding to community need.	(1,474)	(1,261)	(213)



Children playing at one of our Occasional Care centres.

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program Two – Our Community	Culture and celebration	Delivers a comprehensive arts and cultural program with exhibitions, events, concerts and festivals to provide opportunities to engage with, connect and celebrate our diverse community. Manages civic events, including Australia Day and citizenship functions.	(1,554)	(1,749)	195
Program Two - Our Community	Glen Eira Leisure	Manages three facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Memorial Swimming Pool and Caulfield Recreation Centre. GESAC provides sport, leisure and wellbeing activities, including warm water therapy, learn-to-swim classes, swimming, stadium sports, gym and group exercise classes. The redeveloped Carnegie Memorial Swimming Pool opened in early January 2025. Caulfield Recreation Centre has a variety of health and fitness programs to suit all fitness levels.	4	354	(349)
Program Two – Our Community	Immunisation	Administers free essential vaccinations under the <i>National Immunisation Program</i> to protect eligible people against a range of diseases at all ages and stages of life. This includes vaccinations to babies and children, young people in secondary schools, refugee and asylum seeker communities and those eligible for free influenza immunisation.	(415)	(437)	22
Program Two – Our Community	Glen Eira Libraries	Provides access to reference materials, books, DVDs, magazines, games, e-books and e-magazines at Caulfield, Elsternwick, Carnegie and Bentleigh Libraries. Offers programs to support community connection and learning, including school holiday programs, book-reading sessions and access to computers and community rooms.	(4,686)	(4,107)	(580)

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program Two – Our Community	Maternal and child health	Works in partnership with families to care for babies and young children until they start school. The service is free for families and includes visits at 10 key ages and stages of a child's development with the focus on optimising child and family health wellbeing, safety, learning and development.	(1,623)	(1,921)	297
Program Two – Our Community	Pets and animals	Maintains a register of 6,500 cats and 11,000 dogs and helps to ensure responsible pet ownership. Responds to and investigates animal and pet concerns, including reports of lost or stray animals and nuisance or problem animals.	12	63	(52)
Program Two – Our Community	Public health and safety	Manages regulatory functions that support a safe and healthy community. Upholds Council's Local Law. Delivers public health services to ensure the safety of food, health and accommodation businesses. Processes appeals for Local Law infringements, planning enforcement and parking fines.	136	(501)	637
Program Two – Our Community	Seniors' support	Provides home and community-based services to support residents who are older or have disabilities to live independently. Helps eligible residents with personal care, community transport, in-home support, home maintenance, disability and respite care, meal delivery, social and recreational programs and an adult day activity centre. Provides low-cost rental accommodation for financially disadvantaged older persons in Glen Eira through our 64 independent living units across three sites, consisting of bedsitters and one-bedroom accommodation.	(3,892)	(1,266)	(2,626)
Program Two – Our Community	Residential aged care	Provides accommodation and lifestyle choices for residents at Warrawee Community. Eligibility is determined by the Commonwealth Aged Care Assessment Service.	(4,055)	(4,954)	898

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program Two – Our Community	Respect, equity and inclusion	Supports equity, access and inclusion for people of all abilities, ages, cultures, genders, faiths and sexualities. 'Delivers and implements our Community Wellbeing Plan, Gender Equality Action Plan, Reconciliation Action Plan and social and affordable housing priorities. Oversees the development and implementation of social policy in response to emerging community needs.	(2,081)	(2,657)	576
Program Two – Our Community	Youth services	Provides support and programs to young people aged 10 to 25 who live in Glen Eira. Refers young people to specialised local services to support their health and wellbeing.	(749)	(753)	5
Program Three – Our City	Building and town planning	Determines around 1,000 planning applications per year, as well as subdivision applications. Represents Council at VCAT where a planning decision is subject to an appeal and enforces planning decisions. Receives building permit registrations, maintains a register of private pools and spas. Provides copies of building permits for a fee. Responds to and investigates enquiries and complaints related to building permit compliance, building safety, illegal works and essential services. Issues planning infringements, building notices and orders for non-compliance.	(2,961)	(2,886)	(75)



Celebrating our annual Summer Pride at GESAC.

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program Three – Our City	Climate action	Works to reduce Council and community contribution to climate change. Advocates for changes in Victorian and Australian Government policy, such as better public transport, higher standards for buildings to help reduce energy consumption and new generation waste and recycling facilities for the region.	(932)	(1,921)	988
Program Three – Our City	Drains and water management	Manages a drainage network of around 540 kilometres of drains and 22,000 drainage pits. Ensures stormwater is discharged effectively by regularly cleaning and repairing pits and drains and upgrading or replacing pits and drains when necessary.	(1,375)	(1,460)	85
Program Three – Our City	Parking	Enforces parking restrictions and delivers education throughout the municipality to ensure the safety of all road users. Issues fines for vehicles that are parked illegally. Issues more than 10,000 residential parking permits and 4,000 accessible parking permits for people with disabilities per year.	3,764	3,512	252
Program Three – Our City	Parks and sports grounds	Maintains and enhances approximately 170 hectares of open space in our public parks, gardens and sports grounds and the facilities within them, including pavilions, barbecues and park lighting to support the community and our sporting clubs.	(9,762)	(9,796)	34
Program Three – Our City	Rubbish and recycling	Manages recycling and waste, including household collection of garbage, mixed recyclables, green waste, bundled branches, hard rubbish and street litter bins. Delivers waste management education and enforcement.	7,541	2,337	5,204

PROGRAM	SERVICE	DESCRIPTION	SURPLUS/(DEFICIT) \$'000		
			ACTUAL	BUDGET	VARIANCE
Program Three – Our City	Road and transport infrastructure	Manages and maintains almost 500 kilometres of local roads in the City of Glen Eira, along with street lighting, public signage, footpaths and cycle paths.	(7,567)	(5,849)	(1,718)
Program Three – Our City	Street and shopping centre amenity	Keeps our local streets and shopping centres clean and removes graffiti. Provides signage and street furniture.	(3,012)	(3,521)	509
Program Three – Our City	Strategic place planning	Shapes the future of the City of Glen Eira through strategic land use planning, integrating local heritage and urban design. Administers the <i>Glen Eira Planning Scheme</i> , including planning scheme amendments and implementing structure plans across major activity centres. Supports placemaking activities to promote a vibrant local economy.	(1,737)	(4,338)	2,601
Program Three – Our City	Trees and plants	Maintains, protects and grows the trees that make up our City's urban forest. Maintains our <i>Classified Tree Register</i> to protect significant trees that meet the criteria described in our <i>Classified Tree Policy</i> to preserve the environmental benefits and the character of our suburbs the trees provide.	(4,922)	(4,860)	(62)
Program Three – Our City	Transport strategy and education	Leads our <i>Integrated Transport Strategy</i> to support our community to get around Glen Eira easily, in walkable neighbourhoods and using a range of safe and environmentally friendly travel options. Advocates for policy change to support our transport network.	(592)	(635)	43

RECONCILIATION WITH BUDGETED OPERATING RESULT			
	SURPLUS/ (DEFICIT) \$'000	EXPENDITURE \$'000	INCOME/ REVENUE \$'000
Program One — Our Council	68,878	48,347	117,224
Program Two — Our Community	(21,899)	66,502	44,603
Program Three — Our City	(23,344)	66,210	42,866
TOTAL	23,635	181,059	204,694
Expenses Added In:			
Depreciation and amortisation	30,320		
Borrowing costs	2,472		
Bank fees	389		
<i>Surplus/(deficit) before funding sources</i>	<i>(9,547)</i>		
Funding sources added in:			
Interest income	3,349		
Proceeds of assets sales	474		
Join venture adjustment	1,788		
Capital works grants	11,213		
Victorian Local Government Financial Assistance Grants	7,407		
Contributions	6,800		
Total funding sources	31,031		
<i>Operating surplus/(deficit) for the year</i>	<i>21,484</i>		

FAST FACTS 2024–2025

\$235.20

MILLION

revenue with
61 per cent generated
through rates and charges

\$213.80

MILLION

expenditure

\$77.44

MILLION

holdings of cash/
investments



\$35.36

MILLION

of capital works
completed

\$21.48

MILLION

end of year
operating surplus
(includes non-cash and
one-off items)

\$59.90

MILLION

borrowings

Economic factors

We achieved an operating surplus of \$21.5 million in 2024–25, exceeding budget expectations by \$13.2 million. It is important to note that the operating surplus does not equate to a cash profit. Rather, it reflects the net result of total revenue and expenditure, inclusive of accruals, asset revaluations, one-off transactions, and non-cash accounting adjustments such as depreciation and provisions. Cost pressures remain significant, particularly in construction, utilities, staffing and borrowings, which continue to outpace revenue growth. Cost shifting from other levels of government has imposed an estimated \$18 million burden, affecting services, such as school crossing supervision, libraries and maternal and child health. The *Fair Go Rates System*, introduced in 2015, continues to constrain revenue growth, with rate caps significantly below actual cost escalation in recent years.

We remain focused on maintaining and renewing infrastructure, improving community facilities and delivering high-quality, affordable services. Financial decisions are guided by strategic priorities, community expectations and the need to manage working capital and cash reserves effectively. Innovation, digital transformation and continuous improvement are central to achieving cost-effective service delivery. As we look to the future, we will continue to strengthen our financial foundations, invest in what matters most to our community and adapt to the evolving needs of our municipality.

Our commitment to transparency, accountability and long-term planning will remain at the core of every decision we make.

Operating position

Our operating position for 2024–25 was a surplus of \$21.48 million, which is favourable to budget by \$13.2 million.

To give a clearer and more meaningful picture of Council's financial performance in 2024–25, the operating surplus is normalised by removing one-off and non-recurring items that do not reflect ongoing operations. These adjustments include a \$2.56 million Victorian Grants Commission (VGC) prepayment, \$11.21 million in capital grants received for specific infrastructure projects, and a \$1.79 million non-cash accounting adjustment related to the Clayton Landfill. Together, these items total \$15.56 million. By excluding them, the normalised surplus is \$5.92 million. This adjusted figure provides a more accurate reflection of Council's core operational efficiency and financial sustainability. It also supports clearer long-term planning, better benchmarking against other councils, and more transparent reporting to our community.

Key variances are broken down by income and expenditure type below.

Our total revenue for the 2024–25 financial year was \$235.2 million. This was \$19.1 million favourable to budget (nine per cent).

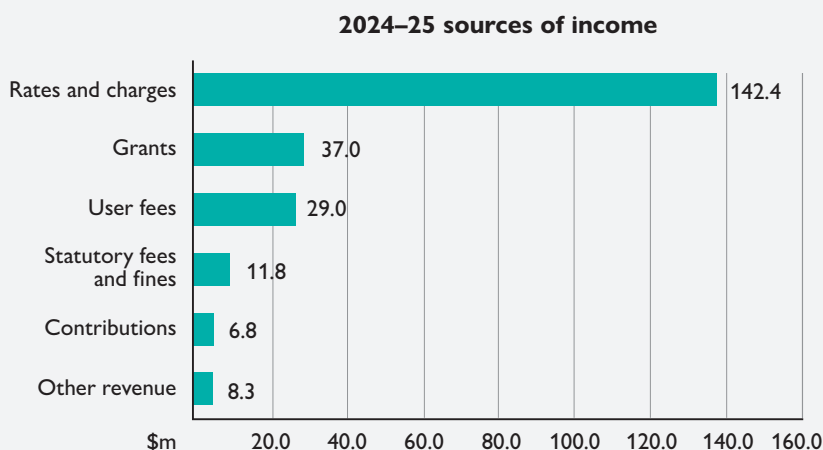


FIGURE 1

Rates and charges income was in line with the 2024–25 *Budget*. Our rates and charges continue to be much lower than the average of all inner metropolitan councils.

Statutory fees income was higher than budget due to increased parking infringement revenue.

User fees were higher than anticipated, mainly relating to memberships at Glen Eira Leisure facilities (\$1.8 million variance).

Grants — operating was favourable to budget by \$5.8 million due to early payment of the 2025–26 Financial Assistance Grant (\$2.58 million) and Aged Care and Independent Living grants greater than budget by \$2.57 million.

Grants — capital was favourable to budget by \$2.3 million due to the unbudgeted grant for a *Level Crossing Removal Project* for the Queens Avenue Cycling Project (\$1.4 million) and the delayed receipt from the *Local Roads and Community Infrastructure Program* (\$567,000).

Contributions — monetary — Open space contributions levied on multi-unit property developments were higher than budget by \$1.8 million. These contributions go into a protected ‘reserve’ and are used to fund future open space land purchases and developments.



The current Elsternwick Club site as of October 2024.

Operating expenditure

Our total expenditure for 2024–25 was \$213.8 million. This is \$5.9 million higher than budget

Key variances include:

Materials and services were higher than budget by \$5.5 million due to:

- > increased expenditure for agency staff at Warrawee Nursing Home to meet staffing compliance (\$1.5 million). This is offset by increased aged care income
- > transfer costs for home and community care services to Bayside City Council (\$1.3 million)
- > increased parks services and specialist contract services (\$1.16 million)
- > capital projects reclassified as operating expenditure (\$1.06 million).

Depreciation and amortisation is \$1.7 million higher than anticipated due to the impact of asset revaluations and upgrades.

For more information on income and expenditure see note 2.1.1 of the [Financial Statements](#).



Warrawee Community, Bentleigh East.

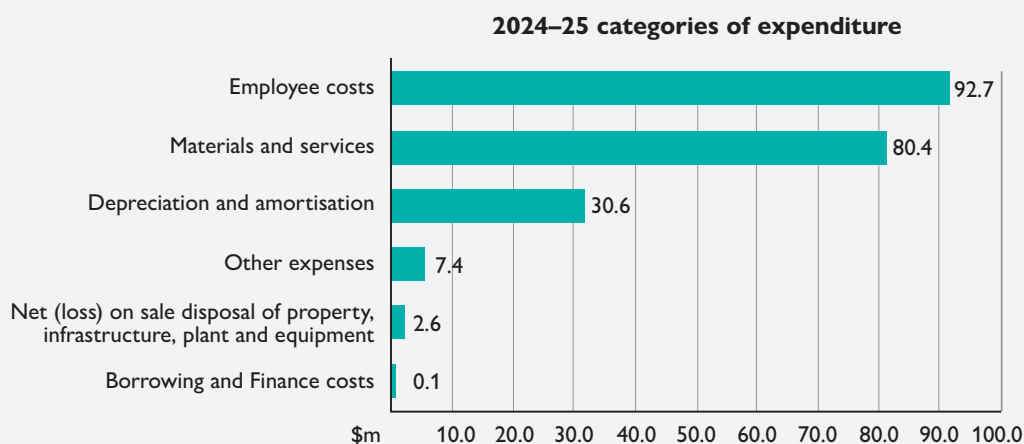


Figure 2

Capital expenditure

During 2024–25, we spent \$35.36 million on capital works.

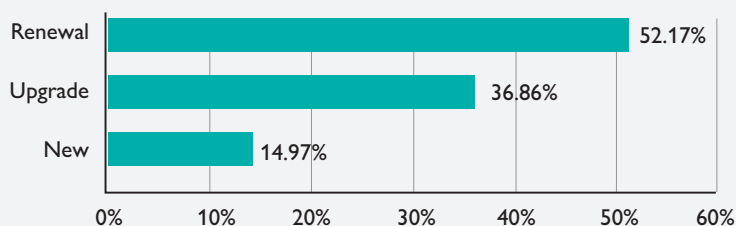
The major asset expenditure by category of capital works were:

- > buildings \$17.29 million
- > roads \$5.57 million
- > open space and recreation \$3.5 million
- > footpaths \$2.69 million
- > land \$1.5 million
- > plant and equipment \$1.37 million
- > drainage \$1.12 million
- > computers and telecommunications \$929,000.

The capital spend of \$35.36 million comprised:

- > renewal 52.17 per cent (\$18.45 million)
- > upgrade 32.86 per cent (\$11.62 million)
- > new expenditure 14.97 per cent (\$5.29 million).

2024–25 capital works expenditure — by type



Capital works by asset type

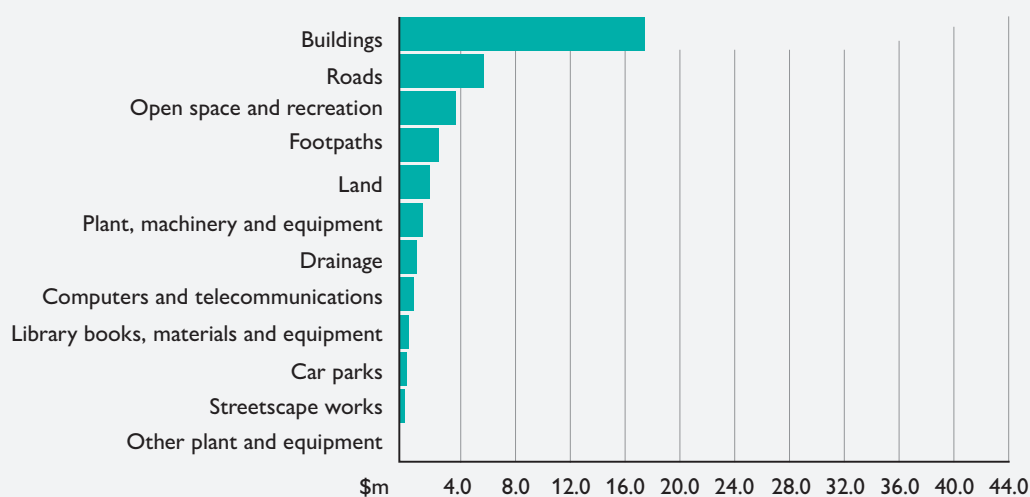


Figure 3

The variance to budget for capital works was an underspend across the following activities:

Roads — in 2024–25 roads expenditure was \$1.6 million below budget. This is due to both savings in completed projects and works that were delayed due to ongoing supply chain challenges, including contractor availability and material shortages. Funds will be carried forward to complete these projects in the 2025–26 financial year.

Plant and equipment — underspend of \$2 million which includes:

- > project expenditure in Information Technology deferred to 2025–26
- > procurement delays in fleet prevented completion of planned purchases, with a portion of the budget to be carried forward
- > a transition to subscription-based services for library collections has led to materials being reclassified as operating expenditure.

Open space and recreation — several projects were either completed under budget or carried forward to 2025–26, including: Bentleigh Reserve – Western Masterplan Multi-Purpose Facility (\$460,000), Velodrome Resurfacing at Packer Park (\$330,000) and Caulfield Park seating walls (\$135,000). The Bentleigh Reserve project received \$500,000 of grant funding.



Resurfaced Packer Park Velodrome in Carnegie.

Major capital works

Carnegie Memorial Swimming Pool

The redevelopment of the Carnegie Memorial Swimming Pool stands as a flagship achievement for Glen Eira City Council in 2024–25. Officially opened to the public on 8 January 2025, the new facility replaces the original 1960s-built pool, which reached the end of its serviceable life in 2020. This project represents a significant investment in community infrastructure, delivered within the total budget of \$75 million. The official opening ceremony on 14 February 2025 was attended by Clare O’Neil MP representing the Australian Government, Steve Dimopoulos representing the Victorian Government, Dr Michelle Ananda-Rajah MP, the Mayor and Councillors (and some ex-councillors), the CEO, Directors, representatives from ADCO, and the Glen Eira Leisure senior management group.

The new centre is a state-of-the-art, all-electric aquatic and leisure facility, designed to a 6 Star Green Star rating — making it one of the most environmentally sustainable of its kind in Australia.

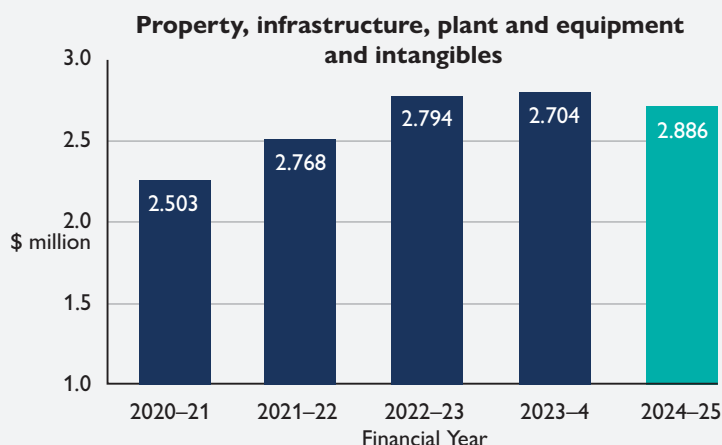
It features a 50-metre outdoor pool, indoor warm water and learn-to-swim pools, dive pool, spa, sauna, steam room, splash pad and fully accessible amenities, including changing places facilities and gender-neutral change rooms.

Beyond its physical transformation, the project has delivered substantial community benefits. It provides year-round access, supports health and wellbeing, and eases pressure on existing facilities like GESAC. The redevelopment preserves beloved historical features while introducing modern enhancements that prioritise accessibility, sustainability and user experience.

The project was recognised at the LGPro Awards for Excellence, winning in the category of Community Assets and Infrastructure Initiative (over \$20 million). This accolade reflects the dedication and collaboration of the Glen Eira teams, whose efforts have created a vibrant space for recreation, connection and lifelong learning.

Assets

Our fixed assets increased in value from \$2,704 million to \$2,886 million. The movement in our property, infrastructure, plant and equipment value is due to the impact of our assets revaluation, the net result of the *Capital Works Program*, asset depreciation and the sale of property, plant and equipment.



Public Open Space Strategy

The Public Open Space Reserve can be used to fund projects that meet the conditions of the *Open Space Strategy*, which is focused on increasing or enhancing open space in identified gap areas. Contributions to the Reserve during the financial year relate to public open space levies received under Section 18 of the *Subdivision Act 1988*. These contributions are levied on multi-unit property developments to fund open space and are dependent on the volume and timing of development activity, which is driven by decisions made by private developers, not Council. Contribution income of \$6.8 million was received during 2024–25. The balance of the Open Space Reserve is now \$26.89 million.

Liquidity

Working capital is the excess of current assets above current liabilities. This calculation recognises that although we have current assets, some are already committed to settling liabilities in the following 12 months. Therefore, they are not available for discretionary spending.

Cash and cash equivalents (including financial assets) was \$77.44 million as of 30 June 2025.

We must ensure we maintain working capital, and we have enough cash reserves to meet normal cash flow requirements. We'll continue to have a large investment in capital works projects. The liquidity ratio expresses our level of current assets for meeting current liabilities, such as residential aged care deposits, Public Open Space Reserve, contract deposits, employee entitlements and the Fire Services Property Levy.

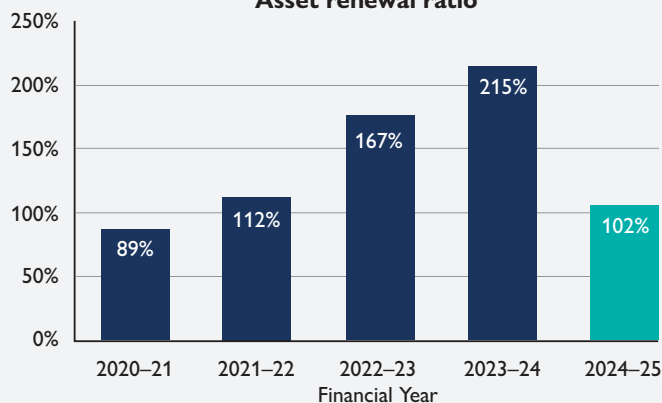
Financial obligations

Our total borrowings at 30 June 2025 were \$59.87 million. Repayments for these loans are scheduled over 15 years and included in our 10-year *Financial Plan*.

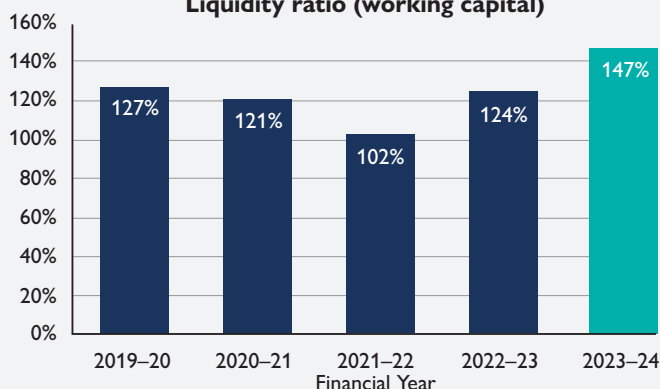
To bridge the infrastructure gap, we invested \$30.07 million in renewing and upgrading assets in 2024–25.

Our asset renewal ratio, measured by comparing asset renewal and upgrade expenditure to depreciation, was 102 per cent. The 2023–24 ratio was higher than 2024–25 due to the large investment in capital works.

Asset renewal ratio



Liquidity ratio (working capital)



Strategic focus for the year ahead

Looking ahead to the next financial year, we remain focused on delivering high-quality projects and services that enhance the liveability, vibrancy and economic strength of our municipality. We are committed to demonstrating our values through action, particularly by deepening our engagement with the community and ensuring that our decisions reflect local needs and aspirations.

The year ahead will present several financial and operational challenges. A key priority will be ensuring our cash position maintains the flexibility needed to respond to emerging risks and opportunities. At the same time, we must manage escalating costs across construction, utilities, borrowings and general inflationary pressures, all of which continue to place strain on our operating budget.

Operating within the constraints of the Victorian Government's rate capping regime remains a significant challenge. This system limits our ability to grow revenue in line with rising costs, requiring careful financial stewardship and prioritisation. We will also continue to provide top-up funding for services delivered on behalf of the Victorian and Australian Governments — such as school crossing supervision, library services and maternal and child health — where funding has not kept pace with real cost increases. At this stage, it remains unclear whether additional funding will be provided to address these gaps.

We will maintain investment in our ageing infrastructure and community assets to ensure they remain safe, accessible and fit-for-purpose. We will also respond to the growth and increasing diversity of our population, adapting services and facilities to meet evolving community needs. This includes planning for inclusive service delivery, ensuring equitable access and supporting the wellbeing of all residents.

Through disciplined financial management, strategic planning and a commitment to continuous improvement, we will continue to deliver value to the community while navigating the complexities of the local government financial landscape.

John Vastianos

Chief Financial Officer

OUR FINANCIAL AND PERFORMANCE STATEMENTS

As part of our commitment to accountability, we provide this information to help you understand our Financial Statements and Performance Statement.

Certifications

Each statement is certified by two Councillors, our Chief Executive Officer and Principal Accounting Officer (in our case, the Chief Financial Officer). The Councillors and the Chief Executive Officer must make certifications stating, in their opinion, that the statements are fair, correct and not misleading. The Principal Accounting Officer must make a separate certification stating, in their opinion, whether the statements met all statutory and professional reporting requirements.

Auditor-General's reports

The Victorian Auditor-General's Office audits these statements, and our Audit Committee reviews them before Council adopts them in-principle. The Auditor-General's Office then offers independent opinions on the Performance Statement and the Financial Statements. These opinions assess compliance with statutory and professional requirements, and the fairness aspects of the statements. They also advise if there are any issues of concern. Once we get approval from the Auditor-General's Office, we make our statements available to the public in our *Annual Report*.

Our Financial Statements for the year ended 30 June 2025

We prepare our Financial Statements to meet the requirements of the *Local Government Act 2020* and Australian Accounting Standards. We also use the Local Government Victoria model accounts to help with standardised financial reporting.

Our Performance Statements for the year ended 30 June 2025

The Performance Statement meets the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*. It includes results of the prescribed sustainable capacity, service performance and financial performance indicators and measures and explains any material variations in the results.

[See Appendix A](#)



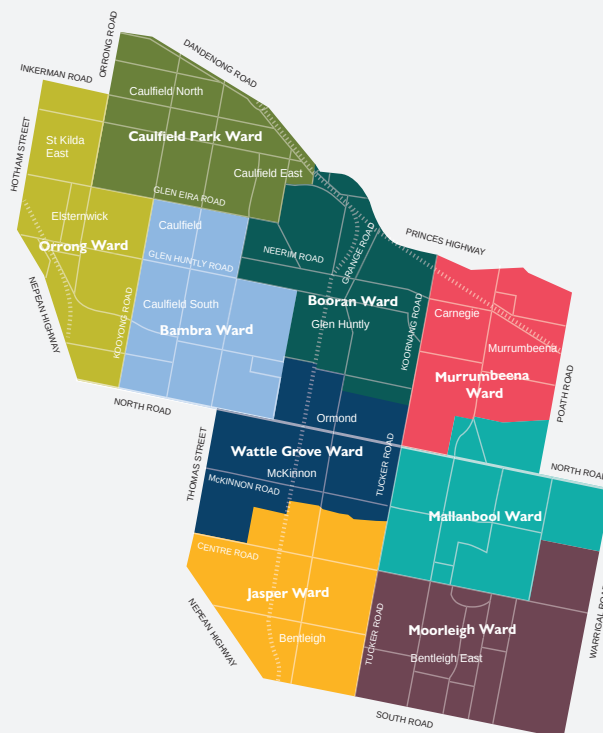
Chief Financial Officer John Vastianos.

OUR COUNCIL

The Glen Eira Council election was held on 26 October 2024 and was conducted by the Victorian Electoral Commission (VEC).

In February 2024, the Minister for Local Government announced that the electoral boundaries for Glen Eira City Council would consist of nine wards with a single Councillor representing each ward.

The Councillors and the wards they represent for the 2024–2028 Council term are as follows:



COUNCILLORS



BAMBRA WARD

Cr Margaret Esakoff
Elected: 26 October 2024



BOORAN WARD

Cr Jane Karslake
Elected: 26 October 2024



CAULFIELD PARK WARD

Cr Sam Parasol
Elected: 26 October 2024



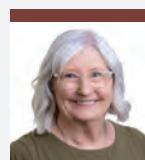
JASPER WARD

Cr Arabella Daniel
Elected: 26 October 2024



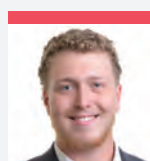
MALLANBOOL WARD

Cr Kimberley Young
Elected: 26 October 2024



MOORLEIGH WARD

Cr Kay Rimbaldo
Elected: 26 October 2024



MURRUMBEENA WARD

**Cr Luca Ragni
(Deputy Mayor)**
Elected: 26 October 2024



ORRONG WARD

**Cr Simone Zmood
(Mayor)**
Elected: 26 October 2024



WATTLE GROVE WARD

Cr Li Zhang
Elected: 26 October 2024

Executive leadership team

The Chief Executive Officer (CEO) leads a team that consists of six executive leaders. The executive leadership team plans, co-ordinates and monitors the progress of our goals and strategic direction and manages day-to-day business activities.

The team is accountable to the CEO for effective and efficient management of their portfolios and the collective delivery of our internal transformation program, the *Glen Eira Council Plan 2021–2025* and *Glen Eira Together — Our Organisational Plan 2021–2025*.



Rebecca McKenzie (pictured) resigned as CEO in May 2025. [New CEO Lucy Roffey commenced on 4 August 2025.](#)

EXECUTIVE LEADERSHIP TEAM REPORTING DIRECTLY TO THE CEO



Jane Price

Director Community Wellbeing

Areas of responsibility:

- > Community and Economic Development
- > Libraries, Arts and Culture
- > Life Stages
- > Strategic Community Planning



Kellie Vise

Director Customer and Corporate Affairs

Areas of responsibility:

- > Customer Experience
- > Digital and Technology Services
- > Legal, Risk and Governance
- > Organisational Strategy
- > Public Affairs



John Vastianos

Chief Financial Officer

Areas of responsibility:

- > Financial and Management Accounting Services
- > Audit and Risk Committee
- > Internal and External Audit
- > Payroll Operations
- > Rates and Valuations
- > Procurement and Contracts
- > Fleet Management



Anna Phillips

Chief People Officer

Areas of responsibility:

- > People and Culture
- > Wellbeing and Safety
- > Child Safety
- > People and Partnerships
- > Capability and Culture
- > Recruitment and Operations



Rosa Zouzoulas

Director Planning and Place

Areas of responsibility:

- > City Futures
- > Community Safety and Compliance
- > Planning and Building Services



Niall McDonagh

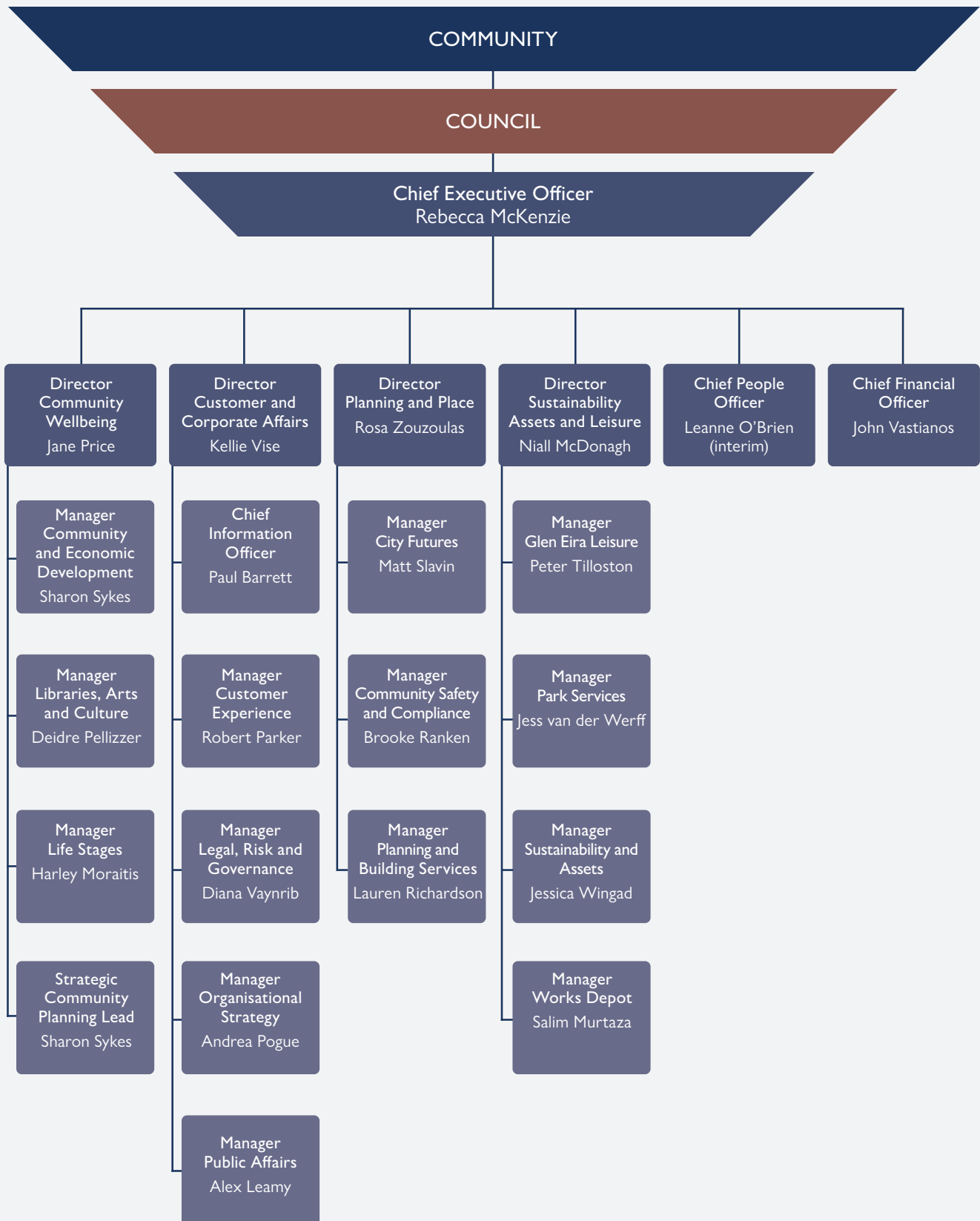
Director Sustainability, Assets and Leisure

Areas of responsibility:

- > Glen Eira Leisure
- > Parks Services
- > Sustainability and Infrastructure
- > Works Depot

Organisational structure

as at 30 June 2025



Major changes

A decision to transition our in-home and social support services to Bayside City Council was made at the Ordinary Council Meeting on Tuesday 13 August 2024. The arrangement ensured continuity of high-quality care, continued availability of council-led services and employment opportunities for Glen Eira City Council staff. The services transitioned to Bayside City Council on 11 November 2024.

Following the above decision, a review of the Community Wellbeing Directorate was undertaken in September 2024. The objectives of the review were to provide a clear focus for the directorate, position the directorate to lead for now and plan for the future, ensure financial and workload

sustainability, build and enhance strengths and increase opportunities for collaboration. Following consultation with staff, a new structure was introduced in November 2024.

In addition, a number of other changes were made to our organisational structure and reporting lines to ensure our structure remains fit for purpose and agile to meet the challenges of the evolving work program.



A Glen Eira resident receiving support from Bayside's independent living services.

Our staff

As well as being a service provider, we are also one of Glen Eira's largest employers with a workforce of 708.09 full-time equivalent (FTE) staff, comprising of 1,467 employees.

EMPLOYMENT CLASSIFICATION	FTE WOMEN	FTE MEN	FTE PERSONS OF SELF-DESCRIBED GENDER*	FTE TOTAL	HEADCOUNT
Band 1	2.85	0.43	–	3.28	12
Band 2	34.34	9.57	–	43.91	87
Band 3	8.58	38.47	–	47.05	70
Band 4	51.15	26.53	–	77.68	95
Band 5	45.15	36.26	–	81.41	89
Band 6	52.51	36.83	–	89.34	98
Band 7	42.22	35.90	–	78.12	83
Band 8	24.83	22.22	–	47.05	50
Senior officers (above Band 8)	17.00	13.00	–	30.00	30
Other	2.00	3.00	–	5.00	5
Nurses	30.35	1.91	–	32.26	83
School-crossing supervisors	4.68	7.03	–	11.71	95
Glen Eira Leisure employees	73.39	50.85	–	124.24	606
Library employees	28.37	8.67	–	37.04	64
TOTAL	417.42	290.67	–	708.09	1,467

*Limited data was available on persons of self-described gender and most intersectionality dimensions for the report. Our systems have recently been updated to enable collection of self-described gender and intersectional information. This lack of information should not be seen as an absence of a population.

Our total staff turnover for 2024–25 was 19.15 per cent, which includes turnover associated with service transfer and redundancies. Our voluntary staff turnover was 8.59 per cent. Our turnover continues to reflect the competitive labour market. We continue to invest in the development, leadership, wellbeing and recognition of our staff.

In March 2025, we undertook a comprehensive *Employee Engagement Survey* which measured organisational alignment at 66 per cent and engagement at 73 per cent. This result continues to place us in the top decile for alignment and top

quartile for engagement when benchmarked against other Local Government Areas.

We continue to recognise our staff through our annual recognition event. The event ceremony will be held in July 2025 and will recognise 96 individuals and 34 teams for their contributions to the organisation above and beyond the normal expectations of their role. We will be recognising 39 employees for their years of service, from 15 to 35 years of service.



Parks staff at Marara Road Park, Caulfield.

EMPLOYEE MATTERS

Equal employment opportunity

We are committed to and proud of being an inclusive place to work. We value our people and their diverse abilities, skills, languages, cultures, faiths and backgrounds, including Aboriginal and Torres Strait Islander people, LGBTIQ+, gender-diverse people and people with disability. We do not tolerate discrimination and have policies and procedures in place to ensure we have a safe and inclusive workplace.

Our *Equal Employment Opportunity Program* aims to promote equal opportunity and protect existing and prospective staff from experiencing workplace discrimination. Our *Program* includes training and information for new and existing employees. We have a network of contact officers available to provide confidential support to employees who believe they have experienced discrimination, bullying, sexual harassment or vilification at work. Our *Program* promotes equal employment opportunities and compliance with federal and state laws, including the:

- > *Commonwealth Fair Work Act 2009*
- > *Commonwealth Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022*
- > *Charter of Human Rights and Responsibilities Act 2006 (Vic)*
- > *Gender Equality Act 2020 (Vic)*
- > *Equal Opportunity Act 2010 (Vic)*
- > *Racial and Religious Tolerance Act 2001 (Vic)*.

Gender Equality Action Plan

Our *Gender Equality Action Plan 2022–2025* demonstrates our commitment to gender equity for people of all genders in the workplace. The *Action Plan* was guided by the Victorian Government's *Gender Equality Strategy, Safe and Strong* and meets the requirements of the *Gender Equality Act 2020*. The *Action Plan* sets out three strategic directions and outcomes over four years to address the barriers and opportunities central to improving gender equality at Glen Eira. These strategic directions express our commitment to:

- > improve the gender composition at our workplace
- > provide a safe and inclusive workplace
- > reduce the gender pay gap.

In October 2024, we received confirmation of compliance from the Commission for Gender Equality in the Public Sector for our *2023 Workplace Gender Audit and Progress Report*.



Glen Eira Town Hall portico lit up to mark IDAHOBIT 2024.



Glen Eira Town Hall Auditorium — Our People Awards.

FULL-TIME EQUIVALENT (FTE) WORKFORCE BY DIRECTORATE, EMPLOYMENT STATUS AND GENDER AS OF 30 JUNE 2025*

FTE BY EMPLOYMENT TYPE AND GENDER	CITY MANAGE- MENT	COMMUNITY WELLBEING	CUSTOMER AND CORPORATE AFFAIRS	PLANNING AND PLACE	SUSTAIN- ABILITY, ASSETS AND LEISURE	TOTAL
Permanent Full Time — Women	31.00	49.00	43.00	42.00	39.00	204.00
Permanent Full Time — Men	12.00	17.00	32.00	34.00	118.00	213.00
Permanent Full Time — Self-described gender*	--	--	--	--	--	--
Permanent Part Time — Women	10.37	96.06	15.50	13.83	22.09	157.85
Permanent Part Time — Men	0.00	15.25	2.74	5.52	6.63	30.14
Permanent Part Time — Self-described gender*	--	--	--	--	--	--
Casual — Women	0.00	10.70	2.28	2.55	40.04	55.57
Casual — Men	0.22	3.25	1.79	4.27	38.00	47.53
Casual — Self-described gender*	--	--	--	--	--	--
TOTAL	53.59	191.26	97.31	102.17	263.76	708.09

*We were unable to report on trans, gender-diverse and non-binary employees due to current data collection and system limitations.

Health, safety and wellbeing

We remain dedicated to providing a safe, healthy and supportive workplace for all employees. Through the continued implementation of our *Health, Safety and Wellbeing Strategy 2022–2025*, we are actively investing in initiatives that support the wellbeing of our people.

Key achievements include:

- > reduction in injury claims through implementation of our early care procedure and proactive early intervention management
- > review and update of designated work groups and increased health and safety representation strengthening our health and safety committees and sub-committees
- > comprehensive training programs for leaders focused on wellbeing, safety and injury management training, and a review of our safety induction and refresher training which has contributed to increased staff engagement in safety and wellbeing.



A contractor wearing personal protective equipment while conducting footpath repair works.



COUNCIL'S PRIORITIES

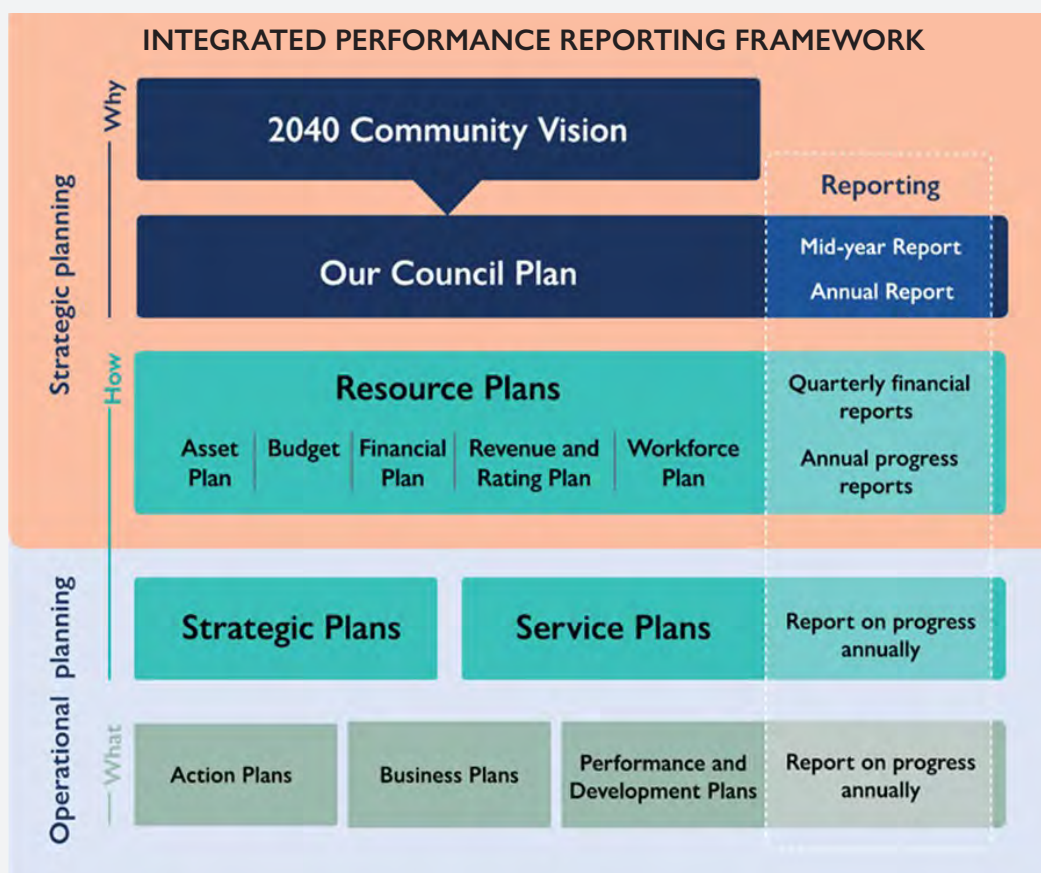
YECARN , a celebration of Youth Fest 2024 at Bentleigh Library and Youth Hub.

COUNCIL'S PRIORITIES

Our priorities — how we plan for the future

The *Local Government Act 2020* provides principles to support Victorian councils to make good decisions and to plan and report in an integrated and transparent way. The Act requires us to develop and adopt certain strategic planning documents and sets out minimum reporting requirements to ensure we are accountable to and transparent with our community.

Our *Integrated Planning and Reporting Framework (IPRF)* supports us to meet these responsibilities. It sets out the hierarchy of our plans and ensures we continue to be financially sustainable by identifying the appropriate financial and human resources required to deliver them. The *IPRF* also sets out how we report on our plans.



Planning (strategies and plans)

We ensure we have the right strategic plans in place by engaging with our community and seeking advice and input from our advisory committees.

In May 2021, we adopted the *Glen Eira 2040 Community Vision*. The Act requires us to develop a *Community Vision* to describe our community's aspirations for at least the next 10 financial years. All our strategic planning must address the *Community Vision*, so it sits at the top of our planning hierarchy.

We adopted the *Glen Eira Council Plan 2021–2025* in October 2021. After each general election we must adopt a *Council Plan* for at least the next four financial years. It is the overarching document that sets our strategic direction and strategic objectives to address our *Community Vision*. It describes all our priorities for services and community infrastructure and facilities.

We develop more focused strategies and plans about specific priorities and objectives from the *Glen Eira Council Plan 2021–2025*.

Resource plans

Council must adopt the following resource plans:

- > a *Financial Plan* (for at least the next 10 financial years)
- > an *Asset Plan* (for at least the next 10 financial years)
- > a *Revenue and Rating Plan* (for at least the next four financial years)
- > a budget each financial year covering the next four financial years.

Reporting

We report on our performance through:

- > an *Annual Report* (for each financial year). This *Annual Report* covers the 2024–25 financial year.
- > our *Quarterly Service Performance Report*, which includes the required a quarterly reporting on our budget.

To read more about how we plan and report, visit [Integrated Planning and Reporting Framework](#).



Local students who participated in the 2024 My Brother Jack Awards literary competition.

GLEN EIRA COUNCIL PLAN 2021–2025

The *Council Plan 2021–2025* is Council's overarching strategic plan outlining the goals we seek to achieve over the next four years. It shapes how resources will be allocated and how Council will measure and report on progress and achievements. The *Council Plan* responds directly to the *Glen Eira 2040 Community Vision*. It is a *Plan* for everyone in the Glen Eira community and

considers the needs and aspirations of all people who live, work and play here.

Council focused on the following five strategic directions over the four years:



Council Plan progress 2024–25

Through our annual *Council Plan Action Plan*, we established 50 actions to deliver in 2024–25 contributing to delivery of the promises we made in the *Glen Eira Council Plan 2021–2025*. In 2024–25, we achieved 74 per cent out of the actions outlined. Fourteen per cent of actions were not completed due to factors outside of Council's control and two per cent of actions were deferred.



Left: Glen Eira YECARN event at Bentleigh Library and Youth Hub celebrating Youth Fest.
Top right: Road upgrades in Miriam Street, Caulfield. Bottom right: Koornang Park, Carnegie, one of three parks to receive lighting upgrades.

► STRATEGIC DIRECTION 1

Well informed and transparent decisions
and highly valued services



Bentleigh Festival community engagement

SERVICE PERFORMER INDICATORS

SERVICE/INDICATOR/MEASURE	2022	2023	2024	2025	MATERIAL VARIATIONS AND COMMENTS
GOVERNANCE					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	4.44%	4.91%	2.63%	7.84%	The Council Election for the 2024–2028 Council term took place in October 2024. This resulted in fewer Council meetings due to the caretaker period. There was also an increase in confidential items brought to Council for resolution.
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	60	57	55	55	
Attendance					
Councillor attendance at Council meetings [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100	87.78%	89.51%	93.24%	96.49%	
Service cost					
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$49,668	\$56,364	\$56,404	\$53,950	
Satisfaction					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	62	57	57	55	

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Opportunities for the community to be engaged in Council's planning, projects and key decision-making processes.	SI1.1.1 All engagement activities comply with the <i>Community Engagement Policy</i> .	The refreshed <i>Community Engagement Policy</i> was endorsed on 23 July 2024. We developed detailed engagement plans that comply with the <i>Policy</i> for all community engagement programs supporting our major projects. In 2024–25, all major projects complied with the <i>Policy</i> through meaningful community engagement programs. In the past two years, 15,000 contributions have been made to our engagement programs by 10,000 community members, helping to inform meaningful decision-making.
Opportunities for the community to be engaged in Council's planning, projects and key decision-making processes.	SI1.1.2 Community satisfaction with our engagement approach is maintained or increased	Community satisfaction with consultation and engagement performance remained steady with an index score of 55, performing well above the state average. In the last 12 months we've heard from more than 5,000 residents through 20 engagement campaigns, including through <i>Our Place, Our Plan</i> — our most significant campaign to date, which is helping us to plan for the next four years.
Council proactively advocates for community priorities.	SI1.2.1 Strategic advocacy priorities are promoted through a dedicated advocacy framework.	Our <i>Advocacy Policy</i> and <i>Advocacy Priorities 2024–25</i> served as a strategic framework guiding our advocacy efforts. These priorities were designed to ensure that our actions align with the needs and aspirations of our community, enabling us to work collaboratively with residents, stakeholders and partners to influence public policy and secure resource allocations that benefit the municipality. By focusing on key issues and opportunities, this <i>Policy</i> underscores our commitment to driving meaningful outcomes that enhance the quality of life for our community and promote sustainable growth and development across the region. Our endorsed Federal Election Priorities 2025 for Goldstein, Macnamara and Hotham ensured that our federal election priorities clearly highlighted our key advocacy asks for each electorate.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Council proactively advocates for community priorities.	SI1.2.2 Stakeholder awareness of our advocacy priorities is increased.	We successfully delivered our annual advocacy program, aligned with strategic priorities and the 2025 federal election. Key outcomes included: > 95 meetings with decision-makers and 236 advocacy engagements, including community outreach, submissions and workshops to raise awareness of Council's priorities and strengthen relationships with stakeholders. > engagement with Members of Parliament, Ministers and departments to raise awareness of our priorities, ensuring alignment with 2025 federal election commitments, opportunities for state budget funding and other grant opportunities. > engagement with all candidates for Glen Eira's federal local electorates for the 2025 federal election, seeking new opportunities for funding and policy reform, to ensure our priorities are represented at both levels of government. > engagement with peak bodies, regional alliances and industry groups to raise the profile of our important policy priorities, including gaining support for motions at the Municipal Association of Victoria's State Council meeting and the Australian Local Government Association National General Assembly to progress our priorities into the state and national council agendas. > continuing to foster stronger joint advocacy through conversations with other councils to collaborate on sector wide issues.
Council proactively advocates for community priorities.	SI1.2.3 Council's advocacy delivers measurable results.	We successfully secured \$8,531,155 in grant funding to support identified advocacy projects and policies. This funding contributes directly to the delivery of key projects aligned with community needs and strategic objectives. Our advocacy efforts not only delivered tangible project and policy outcomes but also boosted community awareness and engagement. Through targeted communications, social media and features in <i>Glen Eira News</i>, we have continued to promote our advocacy work. Collaborating with neighbouring councils and local government peak bodies has further amplified awareness of both local and sector-wide issues.
Council decisions and activities communicated in a timely, clear and proactive manner.	SI1.3.1 Communication activities comply with adopted service standards.	<i>Our Priorities, Our Plan</i> — our biggest community engagement to date — launched in February 2025. To support the engagement, a comprehensive strategic communications plan was developed in January to ensure our communication was timely, accessible, clear and engaging. All communication activities complied with adopted service standards. The multichannel communications campaign was designed to reach diverse audiences across all channels to encourage our community to have their say.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Council decisions and activities communicated in a timely, clear and proactive manner.	SI1.3.2 Increased community satisfaction with Council's communication.	Community satisfaction with our communication is 58 index points, remaining above the state average of 56 but under the metro average of 61. We scored highest with the 35 to 49 age group, while satisfaction decreased the most with the 18 to 34 age group.
Customer-focused and responsive services that provide value for money.	SI1.4.1 Overall community satisfaction measures are maintained or increased.	The overall performance index score of 62 for Glen Eira City Council represents a one -point (not significant) decline from 2024. Our overall performance continues to rate significantly higher (at the 95 per cent confidence level) than the state average for councils, and in line with the metropolitan group (scores of 53 and 62 respectively). We scored highest among residents aged 65 and over, and lowest among those aged 50 to 64 years (scores of 66 and 58 respectively).
Customer-focused and responsive services that provide value for money.	SI1.4.2 Service reviews conducted across key Council services include value-for-money assessments.	We completed service reviews on our rates and valuations, claims management, news and information, and recruitment processes. Improvements implemented include: > making it easier for customer to obtain copies of their rates notices > consolidating rates enquiries into a single channel > accessible communications across a range of channels > implementing a proactive recruitment advisor partnering model and process. These changes will improve customer experience and redirect tasks to the right resources, leading to efficiencies and realised benefits in future years. Work on reviewing the processes in Youth Services, online asset protection, the introduction of residential parking ePermits and the depot's inventory system is underway.
Annual budgeting and long-term financial planning activities are informed by deliberative community engagement.	SI1.5.1 Deliberative engagement process undertaken for strategic financial planning activities.	The <i>Our Place, Our Plan</i> community engagement and deliberative processes ran between February and April 2024. Feedback from the engagement was used to inform the 2025–26 Budget.
Annual budgeting and long-term financial planning activities are informed by deliberative community engagement.	SI1.5.2 Community participation in the deliberative process informs the annual budgeting process.	Between February and April 2024, we conducted community engagement and deliberative processes as part of the <i>Our Place, Our Plan</i> initiative. During this period, we received a total of 24 submissions on the draft 2025–26 Budget. This feedback played a key role in shaping the final 2025–26 Budget, ensuring that community voices were considered in the decision-making process.
Annual budgeting and long-term financial planning activities are informed by deliberative community engagement.	SI1.5.3 Evaluation of deliberative process is completed.	An internal evaluation of the <i>Our Priorities, Our future</i> engagement (2023–24) identified key opportunities, which were then embedded into engagement plans for initiatives such as <i>Future Waste</i> , <i>Greener Glen Eira</i> , and <i>Our Place, Our Plan</i> .

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Well-informed decision-making and ethical governance which builds trust.	SI1.6.1 Community satisfaction with decisions made by Council in their interests is maintained or increased.	Community satisfaction with decisions made by Council in the interest of the community is 57 per cent in 2024, remaining in line with the metropolitan average and significantly higher than the statewide average of 50 per cent. We scored highest with the 18–34 age group — the largest group of our community — while satisfaction decreased the most with the 50–64 age group.
Well-informed decision-making and ethical governance which builds trust.	SI1.6.2 Full compliance with <i>Public Transparency Policy</i> requirements under the <i>Local Government Act 2020</i> .	All policies under the <i>Local Government Act 2020</i> covering matters such as community engagement, CEO employment and public transparency have been adopted. In accordance with Council's <i>Public Transparency Policy</i> , all policies are now available on our website .
Well-informed decision-making and ethical governance which builds trust.	SI1.6.3 No reported findings of unethical practice by integrity agencies.	There have been no findings of unethical practice by integrity agencies in 2024–25.



Working Together for Glen Eira: A productive Federal Election advocacy breakfast bringing together Councillors, MPs, candidates, and community members.

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Ensure our community engagement is accessible and transparent.	1.1.1 Engage with our Community Voice Panel on a quarterly basis to ensure a representative segment of our community is engaged in Council decision making.	Community Voice Panel of at least 400 local people receive quarterly surveys.	We undertook a significant refresh and recruitment campaign throughout the 2024 calendar year to reinvigorate the <i>Community Voice</i> panel. The panel is now a strong representative panel of 350 engaged members with ongoing recruitment campaigns for more members. Of the 350 members, 40 per cent contributed to two <i>Community Voice</i> surveys distributed in November 2024 and March 2025. The panel has provided feedback on a range of topics to inform our decision-making.	Completed
Ensure our community engagement is accessible and transparent.	1.1.2 Finalise a <i>Community Engagement Framework</i> to replace the <i>Community Engagement Strategy 2022–2026</i> .	<i>Community Engagement Framework</i> is developed in partnership with our Community Engagement Advisory Committee. <i>Community Engagement Framework</i> adopted by Council.	The <i>Community Engagement Framework</i> was developed in partnership with the Community Engagement Advisory Committee and was adopted on 23 July 2024 to guide our ongoing approach and commitment to continuous improvement. The <i>Framework</i> underpins our commitment to continuing to provide timely and transparent opportunities for the conversations we have with our community about issues and decisions that impact them.	Completed
Proactively communicate with the community about changes that impact them and genuinely listen to their feedback.	1.2.1 Review our <i>Annual Report</i> and <i>Quarterly Service Performance Reports (QSPR)</i> to improve accountability and transparency.	Reviews completed and improvements implemented in relation to the <i>Annual Report</i> and <i>QSPR</i>. <i>QSPR</i> published (four times per year). <i>Local Government Performance Reporting Framework (LGPRF)</i> results published in <i>Annual Report</i>. <i>Annual Report</i> presented to Council and published on website.	Reviews were completed and improvements implemented in relation to the <i>Annual Report</i> and <i>Quarterly Service Performance Report (QSPR)</i>. These improvements include enhanced visual design and a story telling approach to communicate our performance in a robust, engaging and transparent way. The final <i>QSPR</i> is contained within the <i>Annual Report</i>, which is scheduled to be endorsed at the 16 October 2025 Ordinary Council Meeting. The <i>Local Government Performance Reporting Framework</i> results will also be published in the <i>Annual Report</i>.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Proactively communicate with the community about changes that impact them and genuinely listen to their feedback.	1.2.2 Establish reporting of our climate and response strategies to demonstrate our progress in reducing community and Council greenhouse gas emissions	Reporting on Council and community emissions on the Council website.	An actions tracker was developed to report against each of the actions in <i>Our Climate Emergency Response Strategy 2021–2025</i> <i>Dhumbali Wurrungibiik Parbin-ata</i> . Due to capacity constraints this was delayed to the end of 2024–25. This provided an opportunity to review if it was fit for purpose and as a result, the tracker has been converted into a report on the overall success of each action over the four years of the <i>Strategy</i> , which will be published in early 2025–26.	Not completed - within our control
Proactively communicate with the community about changes that impact them and genuinely listen to their feedback.	1.2.3 Improve accessibility to our key strategies and plans by providing Easy Read and accessible formats.	All new Tier one and two strategies/ plans approved are published in Easy Read and accessible formats.	All newly approved strategies and plans were published in Easy Read and accessible formats. These included the <i>Integrated Transport Strategy 2018–2031</i> (2024 refresh). This initiative aligns with our commitment, as stated in the <i>Disability Support Policy</i> , to ensure that all information is communicated in accessible and inclusive formats that meet the diverse needs of our community.	Completed
Consider a broad base of evidence before making decisions.	1.3.1 Implement a 3D modelling program to enable visualisation of planned changes and the impact of proposed developments on the surrounding community to better inform decisions around planning for future growth.	Public interface for the 3D model is published on Council website to enable viewing.	The 3D modelling program is now available on our website. The 3D technology enables better visualisation of local buildings, the surrounding environment, development sites, approved projects and proposed changes. This helps the community and other stakeholders get a better understanding of planning projects and applications. It is especially useful during early design, engagement stages and throughout the assessment process.	Completed
Provide value-for-money, responsive and innovative services.	1.4.1 Develop and implement a service planning program to ensure our services meet current and future community needs.	Four service plans developed.	Service plans have been developed for key business units, including Parking Services, Libraries, Strategic Place Planning and Council News and Information. The Youth Services service plan is still in development. We are also reviewing our current services to better align our portfolio with community needs, laying the groundwork for a more innovative approach to future service planning.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Provide value-for-money, responsive and innovative services.	1.4.2 Implement the Customer Experience Framework to establish and measure our performance against agreed service standards.	Establish and report on performance against agreed service standards for three business units.	The <i>Customer Experience Framework</i> has been implemented to embed a customer-centric culture across Council. Key service standards, including Customer Satisfaction Score (CSAT), are now being monitored to evaluate customer experience at Council. The CSAT is currently 4.5 out of 5 from over 4,000 customer responses. As part of the <i>Framework</i>, the <i>Voice of Customer</i> program has delivered valuable insights and was expanded to high volume business units, such as Park Services, Works Depot and Rates, to inform continuous improvement and better align services with customer expectations.	Completed
Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.	1.5.1 Develop a new integrated <i>Council Plan and Community Wellbeing Plan for 2025–29</i> .	Community engagement program delivered at minimum 'involve' level of IAP2 spectrum. <i>Integrated Council and Community Wellbeing Plan</i> adopted before 31 October 2025.	Insights from the <i>Our Place, Our Plan — Community Priorities Panel</i> (conducted at the 'involve' level) were used to inform the integrated planning process. This panel was made up of 38 community members from diverse backgrounds who worked together to provide with recommendations that have been used to shape our key four-year plans as part of our integrated planning approach. The 10-year <i>Asset Management Plan</i> was adopted on 13 August 2024 and the first set of 2025–29 four-year plans was adopted on 30 June 2025. This includes the: > 2025–2026 Budget > 2025–2029 Revenue and Rating Plan > 2025–2029 Biodiversity Plan > 2025–2030 Strategic Property Plan. A draft version of the 2025–2029 <i>Council Plan</i> is progressing well. Public consultation on these draft plans is planned from mid-August 2025.	On track for completion by 31 October 2025

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.	1.5.2 Fulfil the requirements under the <i>Local Government Act 2020</i> for the 2024 Council elections and support the successful induction of a new Councillor group and the development of a new <i>Council Plan</i>. This is a major initiative in the 2024–25 Annual Budget.	The 2024 Council election process is successfully conducted.	The Council elections were completed with all Councillors officially sworn in, taking their oath/affirmation of Office on 18 November 2024. All Councillors completed their mandatory Councillor induction training on 18 March 2025, which was within the statutory timeframes under the <i>Local Government Act 2020</i> .	Completed
Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.	1.5.3 Advocate to other levels of government to secure support for endorsed policy positions and/or funding to support priorities for the Glen Eira community.	Federal election advocacy campaign implemented. Advocate for projects informed by community priorities within each federal electorate to a value of at least \$5 million.	We successfully secured 55 advocacy opportunities to advance Council's priorities through direct engagement with local Members of Parliament, key Ministers and government departments. A key part of our advocacy was to secure commitments from local candidates for the federal election in May 2025. This resulted in \$900,000 in new funding for the Hotham electorate. We also collaborated with peak bodies and regional alliances to extend the reach of our advocacy. This included submitting motions to the Australian Local Government Association for their May and June state and federal meetings, as well as collaborating with other councils to boost the profile of these advocacy items.	Completed

► STRATEGIC DIRECTION 2

Service Performance Indicators

There are no prescribed indicators of service performance under Strategic Direction 2.

Access to well designed and maintained open spaces and places



Giving away native plants to community members to encourage biodiverse, sustainable backyards across Glen Eira.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Increased open space provision in accordance with the priorities outlined in the <i>Open Space Strategy</i>.	SI2.1.1 Increased hectares of available public space and/or increase in access to open space owned by others.	In 2024–25, we acquired two properties which will add 0.56 hectares to our future open space. These properties were: > the Elsternwick Bowls Club site (4,884m²), with settlement scheduled for 2027. This will enable the creation of a new public park in Elsternwick, a key gap area for open space. > 93 Mimosa Road, Carnegie (720m²), which was acquired in March 2025 and will form part of a future open space in this high-growth area. Settlement was also finalised in June 2024 for 25 and 27 Rosstown Road, Carnegie, which will further support future open space provision in Carnegie.
Improved access, quality and safety of our active open space facilities, including our sporting and recreation reserves.	SI2.2.1 Increased utilisation rates of public spaces and facilities.	Casual bookings for multi-purpose courts, cricket net and multi-purpose training facilities increased by 80 per cent in 2024–25 compared to the previous year. There has also been an increase in the number of regular weekly hirers of these facilities. There has been an 11 per cent increase in casual bookings of picnic shelters and open space compared to the previous year. Sportsground lighting upgrades have been completed at Murrumbeena Park, Murrumbeena and Koornang Park, Carnegie enabling night competition and extending usage hours for sports clubs. Sportsground lighting upgrades are also underway at Lord Reserve, Carnegie. While overall male and female participation in summer and winter sports has declined compared to the previous seasons, demand for access to sports grounds for training and competition continues to grow, with grounds at full capacity.
More flexible open spaces and places which cater for passive enjoyment and improve participation in active recreation.	SI2.3.1 Flexible designs enable passive and active components in recreation projects.	Detailed design has been completed for the Mackie Road Reserve Playspace in Bentleigh East and for the new open space at Porter Road, Bentleigh. Design work for the new open space at Ames Avenue, Carnegie is nearing completion. Both the Porter Road and Ames Avenue open spaces are now open to the public until funding becomes available to deliver the projects. Construction has started on the Murrumbeena Park multi-purpose cricket training facility and Bentleigh Reserve cricket and netball training facilities. These facilities will provide access to flexible passive and active options for all ages.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
More flexible open spaces and places which cater for passive enjoyment and improve participation in active recreation.	SI2.3.2 Delivery of active recreation facilities and programs in line with targets set in the <i>Active Recreation Action Plan</i> .	The following has been undertaken in line with commitments in the <i>Active Recreation Action Plan</i>: > Design completed and construction commenced on the Murrumbeena Park multi-purpose cricket training facility and Bentleigh Reserve cricket and netball training facilities. > Wayfinding signage installed across the active transport network in various locations. > Regular promotion of opportunities to be active in Glen Eira parks through <i>Glen Eira News</i>, social media and our website. > Glen Eira Leisure continues to deliver the <i>Active Communities</i> program in parks. > Opportunities to access school sites for shared use of facilities are being explored.
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	SI2.4.1 Community satisfaction with the condition of local streets and footpaths is maintained or increased.	We saw satisfaction with our sealed local roads decrease from an index score of 63 down to 57. This is now below the metropolitan average, though we're still performing above the state average. We know that the condition of our roads is very important to our community and we heard that reinforced in our recent <i>Our Place, Our Plan</i> community engagement. This feedback will inform our future plans in this area as we keep investing in our road network.
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	SI2.4.2 Community perceptions of safety in activity centres are maintained or increased.	We saw a decrease in our community's perceptions of safety — during the day from an index score of 94 to 92 and at night from 60 to 59. This reflects the impact of global events on our local community. We know safety is a big concern for our community and we're taking action to address it through initiatives like our social cohesion taskforce. We'll continue to listen to feedback and ideas to ensure Glen Eira is a safe, welcoming and inclusive place to live.
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	SI2.4.3 Footpath condition ratings meet or exceed intervention levels.	We undertake an assessment of the condition of our entire footpath network every four years. The last assessment was undertaken in 2021, where the footpath condition rating met intervention levels. During this process we captured defects, such as stepping, cracking and distortion (displacements or unevenness), which assessed the severity and extent of the defects identified. Severity of defects have direct connection with the condition of a footpath segment. As an outcome of this assessment, we developed a prioritised program of works targeting the worst areas of footpath condition. This program is developed into proactive renewal programs in managing and mitigating risk. In addition to this, we introduced footpath grinding to assist in managing the condition of our footpaths and their associated risks. We carry out routine inspection of the footpath network as required by the <i>Road Management Plan (RMP)</i>. This inspection program is carried out every six months, annually or every three years depending on the usage and classification of footpaths, to identify defects at or above the intervention level. These defects, once identified are treated in line with the standards as prescribed in the <i>RMP</i>.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	SI2.4.4 Delivery of projects and programs that improve the amenity of our activity centres.	We delivered streetscape upgrades to seven local activity centres in 2024–25. These works were funded from a \$423,000 federal grant. We arranged three murals in Glen Huntly, Ormond and Elsternwick to improve the look and feel of some prominent locations within each centre. We also undertook consultation on three larger streetscape projects in Bentleigh, Carnegie and Elsternwick at the end of the 2024–25 financial year as part of our <i>Better Streets, Better Places</i> program, in preparation for delivery in the 2025–26 financial year.
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	SI2.4.5 Increased availability of empathetic parking in all major activity centres and neighbourhood centres.	In 2024–25, we completed works to provide empathetic parking and pram-crossing across six of our off-street car parks and two on-street parking areas in Glen Eira. Locations included: > Koornang Park, Carnegie > Beech Street (west car park), Caulfield South > 12–14 Station Place, Glen Huntly > Packer Park, opposite 137 Leila Road, Carnegie > EE Gunn Reserve, Ormond > East Caulfield Reserve, Caulfield East > Morton Avenue, Carnegie > Hawthorn Avenue, Caulfield North
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	SI2.4.6 Increased quantity of trees in activity centres in line with targets set under the <i>Urban Forest Strategy</i> .	We increased tree numbers in activity centres through partnering in new developments and the creation of new planting sites. This has resulted in 10 new planting sites developed and planted in the 2024–25 financial year.
New and refurbished multi-purpose spaces and facilities that maximise usage by a diverse range of community members and groups.	SI2.5.1 Delivery targets for capital works projects are achieved.	85 per cent of the capital program has been delivered, exceeding the target of 80 per cent. This reflects a strong delivery performance across the program. A key highlight is the successful completion of the Carnegie Memorial Swimming Pool, the largest capital project for the year. The facility was opened to the public in January 2025, with an official opening held in February, marking a significant milestone in our commitment to community infrastructure and service excellence.
New and refurbished multi-purpose spaces and facilities that maximise usage by a diverse range of community members and groups.	SI2.5.2 Achieve target utilisation rates for new and refurbished facilities reflective of the Glen Eira population demographics.	Utilisation rates have increased on average by 15.8 per cent. Murrumbeena Park Community Hub, Murrumbeena, is leading usage with an impressive 17.2 per cent take up.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Greater access to public spaces and places, managed by others, for example the Caulfield Racecourse Reserve, Level Crossing Removal Authority, education facilities and neighbouring councils.	SI2.6.1 Increased advocacy, partnerships and agreements with other organisations for access to open space by Glen Eira residents.	Council has strengthened its advocacy for increased access to open space through the adoption of the <i>Advocacy Priorities 2024–2025</i>, which include targeted initiatives such as enhancements to Caulfield Racecourse Reserve and support for key projects in Bentleigh East and Carnegie. These efforts are complemented by continued engagement with the <i>Suburban Parks Program</i> and strategic partnerships aimed at unlocking and improving open space managed by other organisations. Through federal election advocacy, Council secured 43 stakeholder engagement opportunities, prioritising open space projects across all electorates and gaining funding commitments from candidates. Ongoing advocacy includes direct engagement with MPs, budget submissions, and grant applications. Council has also expanded its reach via peak body partnerships and raised community awareness through Glen Eira News and social media, reinforcing its commitment to securing more open space for residents.



Murrumbeena Park Community Hub, our most-used facility.

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Increase the quantity and quality of public open spaces for our residents.	2.1.1 Design a pedestrian friendly entrance and carpark improvements as part of Mackie Reserve Masterplan.	Concept design completed.	As part of the <i>Mackie Road Reserve Masterplan</i> , two car parks are proposed: one at Mackie Road Reserve and one at Orange Street. The Mackie Road car park cannot proceed until the current Scouts Hall tenancy ends in May 2026, with design work now planned for 2027–28. The Orange Street car park was initially included in the dog park project, but Victorian Government funding conditions excluded it from the grant. As a result, we will explore the concept designs for the car park separately.	Not completed - outside our control
Increase the quantity and quality of public open spaces for our residents.	2.1.2 Design and reconstruct Lord Reserve Oval three to ensure it is fit for current and future use. <i>This is a major initiative in the 2024–25 Annual Budget.</i>	Upgrades to oval completed.	Upgrades to Lord Reserve Oval three in Carnegie were completed in March 2025. Drought tolerant turf and drainage were installed to ensure that the ground can withstand current and future use.	Completed
Increase the quantity and quality of public open spaces for our residents.	2.1.3 Complete the construction of Bentleigh Reserve netball and multi-purpose court.	Completed design and construction of netball and multi-purpose court.	A construction contract was awarded on 21 May 2025. Demolition works have commenced and a sod turn event was held on 20 June 2025. Construction works are expected to continue until late October 2025 (weather permitting).	Not completed - within our control
Develop, improve and maintain the amenity of our public places and precincts.	2.2.1 Complete the redevelopment of Carnegie Memorial Swimming Pool and open to the public. <i>This is a major initiative in the 2024–25 Annual Budget.</i>	Carnegie Memorial Swimming Pool open by January 2025.	Carnegie Memorial Swimming Pool opened on 8 January 2025. With support from the Australian and Victorian Governments, the pool now offers accessible features, such as changing places facilities, wheelchair access to pools and splash pads, and gender-neutral changing rooms. It also stands as one of the world's most sustainable pools with a 6 Star Green Star rating.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Develop, improve and maintain the amenity of our public places and precincts.	2.2.2 Develop a long-term asset plan for the maintenance and renewal of our open space amenities, which will include all parks infrastructure and green assets.	Open Space Asset Renewal Plan developed and implementation commenced.	The Open Space Asset Management Plan was developed in December 2024 and implementation of the Plan has commenced. The Plan defines the state of our open space assets, the 10-year funding required to achieve our asset performance targets and planned asset management activities over a 10-year planning period.	Completed
Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future.	2.3.1 Tender for and commence construction on the Packer Park Pavilion upgrade to better meet the needs of local sporting clubs and the community. <i>This is a major initiative in the 2024–25 Annual Budget.</i>	Construction commenced.	The contract was awarded in February 2025. Works are in progress and are ahead of schedule. The anticipated completion date is January 2026.	Completed
Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future.	2.3.2 Resurface the Velodrome track at Packer Park.	Complete resurfacing works.	Quotations received for this project were outside the allocated budget and the tender was cancelled. The budget has been carried forward and the works are being rescoped for a new request for quote in 2025–26. The completion is planned to be in December 2025.	Not completed - outside of our control
Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future.	2.3.3 Engage with sporting clubs to gain input into design plans for the Mackie Road Pavilion enhancements. <i>This is a major initiative in the 2024–25 Annual Budget.</i>	Complete detailed design stage.	The sports clubs were consulted during the concept and detailed design stages. Detailed design was completed. We are finalising tender documentation to appoint lead contractor for construction.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future.	2.3.4 Upgrade sportsground lighting at Lord Reserve, Carnegie, Koornang Park, Carnegie and Murrumbeena Park.	Lighting upgrades completed.	Koornang Park, Carnegie: Sportsground lighting upgrade project has been completed. Murrumbeena Park: Sportsground lighting upgrade project has been completed. Lord Reserve, Carnegie: Lighting upgrade has been put on hold as concerns were raised by cricket clubs relating to the locations of the pole impacting their field of play.	Not completed - outside of our control
Seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.	2.4.1 Advocate for public use or access for any proposed facilities stemming from the Caulfield Racecourse Reserve Trust's <i>Strategic Management Plan (SMP)</i> .	Meetings with the Trust and Melbourne Racing Club (MRC) to increase accessibility. Advocacy and response to proposals stemming from the <i>SMP</i> to ensure community use and publicly accessible open space is maintained or improved.	Meetings were held with the Trust and MRC throughout the year. We advocated for public use/access to facilities stemming from the <i>SMP</i> . As a result, we have completed designs on behalf of the Trust to connect Neerim Road through Glen Huntly Oval to Caulfield Park to improve public access to the reserve.	Completed
Seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.	2.4.2 Complete landscape development for Tranmere Avenue and Hewitts Road, Carnegie, land purchased from Local Crossing Removal Project to improve connections to the Djerring Trail.	Plans developed and work programmed to align with budget allocation.	Concept plans and designs for 'woody meadow' style plantings to be installed along with granitic path and seating were completed. Project implementation will be subject to future funding allocation.	Completed

► STRATEGIC DIRECTION 3

A liveable and well planned City



A well-maintained Glen Eira residential street lined with trees.

SERVICE PERFORMANCE INDICATORS

SERVICE/INDICATOR/MEASURE	2022	2023	2024	2025	MATERIAL VARIATIONS AND COMMENTS
ROADS					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	61.92	96.59	74.95	54.71	Cases were very high due to damages linked to the Level Crossing Removal Project and other projects across Glen Eira in 2022–24. Most road projects have been completed. Consistent investments and works on roads in recent years have reduced the number of sealed road related request.
Sealed local roads below the intervention level (maintained to condition standards) [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	91.18%	89.78%	86.77%	82.36%	
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$147.88	\$177.99	\$219.61	\$170.19	It is noted that the high price in 2023–24 is mainly due to Furneaux Grove reconstruction. The increase in road reconstruction cost was due to the tender price received, size of work, and increase in material price. The tender price increase depends on time of tendering, availability of sub-contractors, existing workload of contractors.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$23.70	\$25.80	\$28.08	\$32.87	The associated works with road resurfacing such as crack sealing, pit lifting and line marking vary from road to road. These works increased during the 2024–25 reporting period.
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69.00	67.00	63.00	57.00	

SERVICE PERFORMANCE INDICATORS

SERVICE/INDICATOR/ MEASURE	2021	2022	2023	2024	MATERIAL VARIATIONS AND COMMENTS
STATUTORY PLANNING					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	59.00	66.00	72.00	70.00	Whilst overall planning application numbers are down, major changes to planning controls to the new ResCode have slightly increased average processing times whilst planning officers adjust to the new controls which are complex. This is still lower than the average processing time for metropolitan Councils.
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	89.35%	88.33%	86.99%	85.07%	Glen Eira continues to exceed the metropolitan average for the percentage of applications processed within statutory timeframes.
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,646.07	\$3,103.85	\$2,692.12	\$2,251.14	There is a reduction in the cost per application due to the overall application numbers decreasing and larger applications that warrant a substantial fee to Council have been determined through the Ministerial program for Development Facilitation.
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	66.67%	70.00%	76.92%	100.00%	In the last year, only two applications were decided by VCAT, with neither being set aside. Given the very small number of decisions being determined by VCAT, this has a bigger effect on the percentage of decisions upheld.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Planning for greater certainty and clarity in how our priority growth areas will be managed.	SI3.1.1 Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth across the major activity centre network.	The following structure plans for all the major activity centres have been adopted by Council: > <i>Glen Huntly Structure Plan</i> on 23 September 2021 > <i>Carnegie Structure Plan</i> on 9 August 2022 > <i>Caulfield Structure Plan</i> on 20 September 2022 > <i>Elsternwick Structure Plan</i> on 28 November 2023 > <i>Bentleigh Structure Plan</i> on 13 June 2024. To include the planning controls in the <i>Glen Eira Planning Scheme</i>, a planning scheme amendment is required for each structure plan. We have requested the Minister for Planning authorise the amendments, which means we can put the amendment on exhibition. The amendment for Carnegie was adopted by Council on 13 June 2024. It is currently with the Minister for Planning for final approval. We are seeking authorisation for the following amendments: > Elsternwick on 28 November 2023 > Glen Huntly on 8 November 2023 > Caulfield on 21 May 2024 > Bentleigh on 23 July 2024 We are waiting on the authorisation for these amendments from the Minister; however they have now determined that they will introduce the controls through <i>Activity Centre Plans</i>. We are liaising with the Department of Transport and Planning to ensure the planning controls proposed by our structure plans are translated faithfully into the planning scheme.
Planning for greater certainty and clarity in how our priority growth areas will be managed.	SI3.1.2 Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth within the Caulfield South, Caulfield Park and Bentleigh East neighbourhood activity centres.	Bentleigh East, Caulfield South and Caulfield Park planning controls have been completed and permanent planning controls are in the planning scheme.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Planning for greater certainty and clarity in how our priority growth areas will be managed.	SI3.1.3 Improved satisfaction with public communication about the role and function of Council planning, including the related strategies and policy frameworks.	We continue to explore and apply diverse communications and engagement activities on all major projects, including a minimum six-week community consultation period. Our communications approach aims to educate the community about our role as a planning authority and how our planning strategies fits within the Victorian planning system. Advocacy to simplify the planning system and promote sustainable development also helps to improve interactions with the community and outcomes from the planning system. Our activity centre structure plans outline how they are connected to other Council strategies. Our approach aims to demonstrate how our strategic planning work applies the recommendations of several related strategies, in particular, the <i>Open Space Strategy</i>, <i>Climate Emergency Response Strategy</i> and <i>Urban Forest Strategy</i> to deliver integrated outcomes. We continue to seek opportunities to improve how we communicate the role and function of planning in recognition of the level of community interest in this area.
Planning for greater certainty and clarity in how our priority growth areas will be managed.	SI3.1.4 Council's urban strategic planning includes consideration of the goals outlined in the <i>Open Space Strategy</i> , the <i>Our Climate Emergency Response Strategy</i> and the <i>Urban Forest Strategy</i> .	All <i>Structure Plans</i> and the <i>Glen Eira Housing Strategy</i> incorporate the key goals and objectives outlined in Council's <i>Open Space</i> , <i>Urban Forest</i> and <i>Our Climate Emergency Response Strategies</i> . These key goals and objectives are also featured in the implementation plans. We are advocating for the inclusion of these principles in the Victorian Government's <i>Activity Centre Plans</i> .
Planning for a range of housing options to meet community needs with opportunities for increased social and affordable housing.	SI3.2.1 Sustainable growth and development are guided by the directions contained in the <i>Glen Eira Housing Strategy</i> .	Amendment C255 was submitted for authorisation on 4 March 2024 and remains unlikely to be authorised by the Minister for Planning following the release of the state's Victorian Housing Statement and subsequent <i>Activity Centre Program</i> . A major revision is expected to the <i>Glen Eira Housing Strategy</i> , commencing 2026.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Planning for a range of housing options to meet community needs with opportunities for increased social and affordable housing.	SI3.2.2 The goals outlined in the <i>Social and Affordable Housing Strategy</i> are progressed.	We continue to advance social and affordable housing outcomes through several of our key plans and strategies, including the <i>Glen Eira Priority Advocacy Projects</i>, the <i>Glen Eira Housing Strategy 2022</i>, the <i>Community Wellbeing Plan 2021–2025</i> and the <i>Community Safety Plan 2022–2025</i>. Key achievements include: > participation in the <i>Inter-Council Affordable Housing Forum (ICAHF)</i> in November 2024 to engage in partnership and collaborative discussions to facilitate improved affordable housing outcomes > ongoing work with a specialist consultant to assist us in identifying Victorian Government-owned land within Glen Eira for potential use and/or development for social and affordable housing > meetings and site visits with Housing Choices Australia and Homes Victoria regarding social and affordable housing opportunities in Glen Eira.
Planning that provides guidance to Council on the best location of future community assets.	SI3.3.1 Structure plans and other strategies inform Council's investment in local facilities and spaces.	The adopted <i>Caulfield, Carnegie, Elsternwick and Bentleigh Structure Plans</i> contain an implementation plan where public realm improvements and community projects are identified. High priority improvement works and project feasibilities from these plans have been referred to our <i>10-year Capital Works Program</i> for funding consideration. Many of these are featured in the <i>Better Streets, Better Places</i> streetscape program.
Planning to facilitate more vibrant activity centres that encourage resident and commercial activity.	SI3.4.1 Prepare a <i>Placemaking Framework</i> and progress public realm and place making initiatives in accordance with the adopted <i>Framework</i> .	The <i>Placemaking Framework</i> was adopted by Council in May 2023. In the 2024–25 financial year, we have completed the following actions from the <i>Placemaking Strategy</i>: > established and delivered a placemaking support program named <i>Community Place Projects</i> bringing to life community ideas. These small projects have big impacts on public spaces and included a Glen Huntly mural, an Elsternwick mural, street libraries in Alma Village and Bentleigh East and a power pole art project in the Patterson Neighbourhood Activity Centre > developed public art guidelines to encourage the creation of community-led art and placemaking installations > worked with the local community and commissioned a place-specific mural artwork in North Road, Ormond > designed and working to deliver a public space improvement project in Staniland Grove, Elsternwick, including improvements to pedestrian safety, wayfinding to the library, lighting, and street furniture > investigated a potential future market site in Glen Eira > promoted the community grants program.
The progression of safe, accessible and sustainable transport initiatives.	SI3.5.1 Improved community perceptions of the availability of safe and accessible transport options in Glen Eira.	We recently surveyed the community through Glen Eira's <i>Community Voice</i> (140 responses), asking about their travel behaviours, using data to identify barriers for improvements. We have been working on behaviour change programs to improve active travel perceptions in our community, including the <i>Open Streets</i> program where we worked with Glen Huntly Primary School to improve, promote and encourage walking/cycling/scooting to school. We have also published articles in <i>Glen Eira News</i> about travelling safely on shared paths and roads.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
The progression of safe, accessible and sustainable transport initiatives.	SI3.5.2 Completion of agreed capital works programs aimed at improving the safety and accessibility of sustainable transport.	We have completed the following actions as per the <i>Integrated Transport Strategy refresh</i>: > delivered planned safety improvements to the Rosstown Rail Trail and an additional cycling connection to the Carnegie Memorial Swimming Pool > delivered the Queens Avenue cycling corridor in Caulfield East making riding bikes safer > applied for multiple government grants and support to fund future transport improvements, including successfully obtaining \$2.3 million from the Australian Government Active Travel Fund for future projects > developed concept designs to improve active travel in the Caulfield major activity centre, including footpath improvements on Sir John Monash Drive and improvements to the Normanby Road/Queens Avenue intersection. > developed concept designs to improve the safety of the Frankston Rail Trail > progressed concept designs and feasibility of the Green Line, a cycling and walking route along the Sandringham train line from the Nepean Highway/St James Parade to Hotham Street/Ripon Grove > worked with local schools to improve safety including <i>Open Streets</i> at Glen Huntly Primary School and designs for crossing improvements for Coatesville Primary School, Bentleigh East and Glen Eira College > developed a program of affordable works for walking and cycling that connect and improve existing active travel paths around the municipality including pram ramps, line marking and signage > installed new bike parking hoops across the municipality > investigated the feasibility of cycling infrastructure on South Road with Kingston, Bayside and the Department of Transport and Planning.
Advocate for improved transport infrastructure.	SI3.6.1 Key stakeholders have increased awareness about the improvements needed in transport infrastructure in Glen Eira.	Continued to action the key outcomes of <i>Integrated Transport Strategy refresh</i>, including: > public transport becomes more attractive as a travel option, encouraging mode shift from the car > road networks are better operated and designed for all users. Integrated transport and connectivity are a key advocacy priority for us and was advocated to the Victorian and Australian Governments. This has been achieved through regular meetings with the Department of Transport and Planning and our successful application for Australian Government funding through the Active Travel Fund.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Advocate for improved transport infrastructure.	SI3.6.2 Priority transport infrastructure policy reforms are progressed.	Our <i>Integrated Transport Strategy refresh 2024</i> outlines our advocacy focus for better public transport services and accessible stops. The <i>Strategy</i> details our advocacy to the Victorian Government on bus, train and tram services, including integration between modes. This is pursued through our regular meetings with the Department of Transport and Planning.
Protecting Glen Eira's built heritage.	SI3.7.2 Annual reporting to Council on properties and precincts which are included in adopted heritage reviews, amendments on exhibition and included in the Schedule to the Heritage Overlay.	The annual report on the status of heritage projects was presented to Council on 10 June 2025.



The Rosstown Rail Trail, a network of cycling and walking paths through the heart of Glen Eira.

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.	3.1.1 Amend the planning scheme to recognise the heritage overlay to places of local significance identified in the <i>Caulfield South Heritage Review</i> .	Planning Scheme Amendment authorised and exhibited.	<i>Caulfield South Heritage Review</i> was adopted by Council on 21 May 24 and the Planning Scheme Amendment C260 was lodged with the Department of Transport and Planning for authorisation. We are still awaiting authorisation from the Minister for Planning to exhibit <i>Planning Scheme Amendment C260</i>. This has been held up by the expansion of the state-led Activity Centre Plans. We continue to advocate for delays to be addressed immediately.	Not completed - outside of our control
Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.	3.1.2 Amend the planning scheme to recognise the objectives of the <i>Elsternwick Structure Plan</i> .	Planning Scheme Amendment authorised, exhibited and scheduled for Independent Planning Panel.	Public exhibition of <i>Planning Scheme Amendment C256</i> concluded on 28 March 2025. The Victorian Government announced that the Elsternwick Activity Centre will be included in the expanded statewide <i>Activity Centre Program</i> and that it will commence consultation of the <i>Activity Centre Plan</i> in late 2025. We will continue to advocate for the significant body of work already undertaken as part of our adopted structure plans and amendment to be the 'starting point' for the state-led <i>Activity Centre Plan</i> for the centre. Submissions gained through exhibition will be reported to Council later in 2025 as we monitor the progression of the Activity Centre Program.	Not completed - outside of our control
Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.	3.1.3 Amend the planning scheme to recognise the objectives of the <i>Bentleigh Structure Plan</i> .	Planning Scheme Amendment authorised and exhibited.	We sought authorisation from the Minister for Planning for the Bentleigh amendment on 23 July 2024 to commence public exhibition of the amendment. The Victorian Government announced that the Bentleigh Activity Centre will be included in the expanded statewide <i>Activity Centre Program</i> and that it will commence consultation on the <i>Activity Centre Plan</i> in late 2025. We will advocate for the work in the structure plan to be translated into the state's plan.	Not completed - outside of our control

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Plan for diverse housing options to meet community needs now and into the future.	3.2.1 Advocate for Victorian and Federal Government investment in social and affordable housing to meet community need and ease housing stress. <i>This is a major initiative in the 2024–25 Annual Budget.</i>	Advocacy campaign developed with a minimum of four campaigns implemented.	Throughout 2024–2025, we actively pursued advocacy to promote investment in social and affordable housing, exceeding the target of four campaigns. We engaged in several advocacy opportunities, including: > meetings with Housing Choices Australia, Homes Victoria and the Minister for Housing/Homelessness > participation in the Australian Local Government Association National Assembly > collaboration with the Municipal Association of Victoria (MAV) through forums, innovation labs and policy reform discussions > joint advocacy planning with the City of Port Phillip > Submissions on housing targets and the plan for Victoria > engagement with federal election candidates and local MPs to promote housing and homelessness policy reforms. These efforts reflect a strategic, multi-level approach to advocacy, ensuring Glen Eira's housing needs are represented at state and federal levels.	Completed
Plan for diverse housing options to meet community needs now and into the future.	3.2.2 Implement the <i>Glen Eira Housing Strategy</i> into the planning scheme.	Planning Scheme Amendment authorised and exhibited.	<i>Planning Scheme Amendment C255</i> was submitted for authorisation on 4 March 2024 and remains unlikely to be authorised by the Minister for Planning following the release of the state's Housing Statement and subsequent <i>Activity Centre Program</i> . We will continue to monitor progress. Major revisions to the <i>Housing Strategy</i> will be required, once state-led <i>Activity Centre Plans</i> have been finalised, possibly mid-2026.	Not completed - outside of our control

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Advocate for a transport network that provides safe, accessible and sustainable transport options for our community	3.3.1 Finalise the Integrated Transport Strategy refresh.	Revised Integrated Transport Strategy 2018–2031 endorsed.	The <i>Integrated Transport Strategy 2018–2031</i> was endorsed on 25 June 2024 and all the items in the <i>2024–25 Action Plan</i> were completed. Items completed this year included: > Rosstown Rail Trail safety improvements, including the connection to Carnegie Memorial Swimming Pool and updated signage > improving access to existing bike infrastructures with ramps near Railway Parade, Murrumbeena and Garden Avenue, Glen Huntly > delivering the behavioural program initiative to encourage more students walking and riding bikes to school with Glen Huntly Primary School > completing a range of design and feasibility studies to improve safety and amenity for people walking and riding bikes, such as the Green Link (Rippon Grove) along the Sandringham railway line, Queens Avenue connection to Djerring Trail, Sir John Monash Drive, South Road bike corridor; safety treatments around Coatesville Primary School, as well as a funding application to the Australian Government for active transport > auditing accessible parking provisions at our facilities and in activity centres > additional bike parking, including at EE Gunns Reserve and Carnegie Primary School > providing input to the Department of Transport and Planning on road network operations and advocacy for improving public transport.	Completed
Advocate for a transport network that provides safe, accessible and sustainable transport options for our community	3.3.2 Construction of new Pedestrian Operated Signals on Kooyong Road between Sycamore and Carlingford Streets, Caulfield South, to improve safety for pedestrians.	Pedestrian operated signals constructed and operational.	The installation of the signal pole and associated cabling works were completed in September 2024 and the application for power connection with United Energy has been processed. Associated civil works, line marking and power connections have been completed.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
Support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.	3.4.1 Develop and approve the <i>Economic Development Action Plan 2024–26</i> .	<i>Economic Development Action Plan 2024–26</i> approved.	The <i>Economic Development Action Plan 2024–26</i> was approved on 25 June 2024. We have completed 97 per cent of the year one actions in the <i>Plan</i>. Highlights included: > the <i>Business Excellence Awards</i> which celebrated the achievements of our local businesses > partnering with tertiary institutions to deliver the <i>BusEd</i> program linking local businesses with students to deliver real world projects > delivering a comprehensive calendar of business development events > developing a Traders Association roundtable.	Completed



The *Business Excellence Awards* recognising local businesses who have gone above and beyond, in the Glen Eira Town Hall Auditorium.

► STRATEGIC DIRECTION 4

A green and sustainable community



Groove and Graze live music and food truck event at Hopetoun Gardens, Elsternwick.

SERVICE PERFORMANCE INDICATORS

SERVICE/INDICATOR/MEASURE	2022	2023	2024	2025	MATERIAL VARIATIONS AND COMMENTS
WASTE COLLECTION					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.72	3.23	6.70	6.51	
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$94.95	\$112.87	\$112.47	\$106.39	
Cost of kerbside recycling bin collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$74.57	\$74.57	\$66.08	\$63.66	
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	61.90%	61.07%	60.66%	59.60%	



A Repair Cafe where volunteers help people fix old and broken items, reducing waste.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	SI4.1.1 Net zero Council greenhouse gas emissions by 2025.	In August 2024, Council endorsed an updated emissions reduction pathway, which will enable us to achieve an updated target of zero emissions from sources under our control (zero direct emissions) by 2031. We continued to implement this pathway, through initiatives that included: > continuing to source 100 per cent of our contestable electricity from renewable sources through the Victorian Energy Collaboration (VECO). > continuing the transition of our fleet, with three additional electrically powered light vehicles added to our fleet > commencing planning of the degasification of Glen Eira Sports and Aquatic Centre, which will cut our gas emissions by almost two thirds once it is transitioned to 100 per cent renewable electricity through the VECO collaboration. > opening Carnegie Memorial Swimming Pool, a 6-Star Green Star sustainable facility powered by 100 per cent renewable energy through the VECO collaboration > transitioning nine Council facilities from gas power to electricity > ongoing collaboration between our business units to embed sustainability in our operations, including functions such as assets and infrastructure, planning and procurement.
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	SI4.1.2 Eighty per cent of Council energy supplied by renewable sources by 2025.	Our membership of VECO ensures that 100 per cent of our contestable electricity is now sourced from renewable sources. VECO is the largest emissions reduction project ever undertaken by Australian local governments. A recent analysis revealed that since the program's inception, it has saved Glen Eira and our partner councils 750,000 tonnes of CO₂-equivalent emissions. This means that one million tonnes of brown coal have remained in the ground rather than being burnt for electricity generation.
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	SI4.1.3 Decrease in community greenhouse gas emissions.	We supported residents in reducing emissions through a range of practical programs and initiatives, including: > planning assessments for multi-dwelling developments to ensure alignment with Glen Eira's <i>Environmentally Sustainable Design Policy</i>. > three free webinars on solar, batteries and electric vehicles (EVs), delivered in partnership with Stonnington City Council > the Repair Café event, where community volunteers shared mending skills and fixed broken items for others > sustainable gardening workshops to provide residents with skills and knowledge related to food, water, shelter, habitat and biodiversity > two Going Circular training sessions to help local businesses transform their business practices to maximise the potential of the circular economy.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	SI4.1.4 Decrease in on-road transport emissions.	We continue to transition our fleet to fully electric vehicles (EVs) which includes the expansion of our electric fleet and the installation of additional charging units to support the fleet Since June 2023, we have added two trucks, seven light electric vans and three passenger EVs to our fleet.
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	SI4.1.5 Increase in recycled or reused content used in Council operations.	We continue to use recycled materials in infrastructure projects, including roads, footpaths and playgrounds. While overall progress has been steady, stronger collaboration and communication across teams is helping to build momentum. We used approximately 13,000 tonnes of material in our capital works and infrastructure renewal projects, of which 16 per cent was recycled content. The majority of this was reclaimed asphalt and crushed concrete.
Frequent and factual communication and engagement on the climate emergency through all channels integrated with all Council services.	SI4.2.1 Increased volume and frequency of communication by Council in relation to building community awareness and action on climate change.	We provided a wide range of communications and online resources to support residents and businesses to reduce their emissions and take action on climate change. This included: > incorporating articles into <i>Glen Eira News</i>, on topics including safe and sustainable waste disposal, reducing food miles, participating in repair cafes to engage in the circular economy and protecting animals from heatwaves > producing the <i>Glen Eira Sustainability e-news</i> and <i>Glen Eira Business e-news</i>, which provide information and access to programs and events which support residents and businesses to reduce emissions and take action on climate change > providing sustainability information and promoting sustainability events, through our Facebook page and the Sustainable Living in Glen Eira Facebook page > providing a wide range of information and resources to support residents to reduce their emissions and environmental impact, via the 'Sustainable Glen Eira — taking climate action together' page on our website > engaging directly with the community through in-person outreach at public events, such as the <i>Electrify Southside Expo</i> and delivering sustainability webinars in partnership with the City of Stonnington to extend reach and impact across municipal boundaries.
Implementation of the <i>Sustainable Building and Infrastructure Policy</i> .	SI4.3.1 Environmentally sustainable design requirements considered in all Council building and infrastructure projects.	Our project management software has been updated to incorporate environmentally sustainable design (ESD) into all of our upcoming building and infrastructure projects. These updates include the incorporation of sustainability in the delivery phase of projects, including the detailing of initiatives that have been included in project design and construction. This has been supported by ongoing collaboration between our business units through the cross-organisational Sustainable Building Infrastructure Working Group. This will ensure that staff who are responsible for the design, implementation and delivery of building and infrastructure projects have the information and support they need to embed sustainability into projects.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Implementation of agreed actions under the <i>Urban Forest Strategy</i> .	SI4.4.1 Increased percentage of tree canopy cover in the public realm.	We planted 411 trees in parks and reserves across the municipality, alongside 778 street trees. Some of the tree planting activities included sites at: > King George IV Reserve, Bentleigh East > Joyce Park, Ormond > Spring Road Reserve, Caulfield South > Elster Creek Trail, McKinnon > Caulfield Park, Caulfield North. Continued identification of planting sites with properly selected species ensures we are building a climate resilient urban forest.
Implementation of agreed actions under the <i>Urban Forest Strategy</i> .	SI4.5.1 Achievement of 20 per cent reduction in waste to landfill by 2025.	Residents disposed of approximately 20,882 tonnes of waste to landfill, which is a 27 per cent decrease compared to 2020–21 when green bins were collected fortnightly and red bins weekly. To support the transition to a circular economy where resources are used more sustainably and waste avoidance is preferred over recycling, we adopted the <i>Glen Eira Circular Economy Plan 2022–2026</i> in October 2022.
A reduction in the volume of waste directed to landfill.	SI4.5.2 Increased volume and frequency of communication by Council in relation to sustainable waste management practices and priorities.	We delivered the <i>Small Acts Big Impact</i> campaign across multiple digital and print channels in partnership with Sustainability Victoria, to promote recycling correctly, composting food waste in the green bin and correct disposal of batteries. Online advertising received over 1.5 million views in Glen Eira suburbs. This resulted in 16,760 clicks through to the Glen Eira waste webpages. Train station billboards in five local stations were seen by 1,024,878 commuters. Sustainable waste messaging was promoted on 90 bin wraps and 16 bus stops across the municipality.
Advocacy and partnerships with governments and agencies to drive stronger action on climate change response.	SI4.6.1 Increased number of targeted workshops, meetings and campaigns designed to advocate to government and other agencies for climate change action.	We secured numerous opportunities to advocate for climate action or environmental sustainability throughout 2024–25. This included participation with MAV on addressing climate change impacts and the growing risk of flooding, collaboration with First Nations partners and national advocacy at the Australian Local Government Association National Assembly, reinforcing the need for national support for local government climate action. We also strengthened alliances for climate advocacy with the Council Alliance for a Sustainable Built Environment (CASBE) and Eastern Alliance Greenhouse Action (EAGA) and hosted two advocacy events to align and raise awareness of our endorsed federal election priorities, which include funded projects and policy reform to deliver initiatives that improve our response to climate action and improve sustainability. We also secured election commitments from a range of candidates to support these initiatives across Glen Eira.

STRATEGIC INDICATORS

Strategic Indicator	Measure	Comments
Advocacy and partnerships with governments and agencies to drive stronger action on climate change response.	SI4.6.2 Increased involvement in Local, State and Federal government initiatives on climate emergency response.	We participate in a range of climate initiatives involving local and Victorian Government collaboration, including: > the Eastern Alliance for Greenhouse Action (EAGA), a collaboration of eight local councils in the eastern suburbs of Melbourne and through EAGA, the broader collaboration of Greenhouse Alliances across Victoria > Victorian Climate Resilient Councils, a co-ordinated, state-wide program for Victorian local governments to strengthen their knowledge, skills and capacity to prepare, manage and reduce risk of heatwaves and extreme heat, storms and other hazards due to climate change > Climate Emergency Australia, a collaboration of over 100 councils across Australia that have committed to taking strong action on climate change > the Victorian Energy Collaboration Program (VECO), a partnership that enables us to source 100 per cent of our contestable electricity from renewable sources. The program has expanded to include 60 of the 79 local councils in Victoria, ensuring that it remains the world's largest local government renewable energy partnership > the Council Alliance for the Sustainable Built Environment (CASBE). We are also involved in collaborative projects conducted in response to climate change, such as: > the <i>Solar Savers</i> and <i>Energy Savers</i> programs, which support residents and businesses to reduce emissions and via connecting them to external programs and connecting them to government assistance > the Electrify Everything cross-council working group.
Tree canopy and biodiversity footprint on Council managed land achieves targets identified in the <i>Urban Forest Strategy</i>.	SI4.7.1 Increased year-on-year numbers of: Trees planted in streets, parks and car parks. Square metres of urban biodiversity garden beds prepared for future planting. Trees, shrubs and grasses planted in biodiversity garden beds. Streetscapes replanted with new avenue planting.	We planted 1,189 trees in parks and reserves across the municipality, an increase from 941 in 2023–24. This included 778 street trees and 26 trees across car parks in Carnegie, Elsternwick, Bentleigh and Glen Huntly. Over 13,000 plants were planted as part of our annual community planting activities, including sites at: > King George IV Reserve, Bentleigh East > Joyce Park, Ormond > Spring Road Reserve, Caulfield South > Elster Creek Trail, McKinnon > Caulfield Park, Caulfield North.

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025.	4.1.1 Complete the transition plan for Council facilities to get off gas to reduce emissions from Council operations.	Getting Off Gas Plan completed and the electrification of five minor Council facilities.	We continued to implement the transition for our facilities to get off gas, which included an updated emissions reduction pathway endorsed by Council in August 2024 and the transition of several small sites to renewable electricity throughout 2024–25. Glen Eira Sports and Aquatic Centre (GESAC) uses almost two thirds of our annual gas consumption. In February 2025, we announced the GESAC Electrification Project that will transform the Centre into an industry leading facility by removing the use of gas and reducing emissions by 1,810 tonnes per year. The project will be supported by a \$2.5 million grant under the Australian Government's Community Energy Upgrades Fund. The following sites have been converted to run off electricity, either produced by rooftop solar panels or from wind power sourced through the Victorian Energy Collaboration. > Caulfield Senior Citizens Centre, Caulfield South > EE Gunn Reserve Baseball Pavilion, Glen Huntly > McKinnon Public Hall, McKinnon > Packer Park Community Services, Carnegie > Victory Park Pavilion, Bentleigh > Jasper Independent Living Units, Bentleigh > Ormond Senior Citizen Centre, Ormond > Bentleigh McKinnon Youth Centre, Bentleigh.	Completed
	4.1.2 Develop an <i>Integrated Stormwater Management Strategy</i> .	Integration of <i>Elster Creek Flood Management Plan</i> actions into Council's <i>Integrated Stormwater Management Strategy</i>	The <i>Integrated Stormwater Management Strategy</i> has expanded from an internal operational focus to a community-facing approach. Its scope was broadened to align with the upcoming reviews of the <i>Council Plan</i> and <i>Asset Plan</i>, involving wider stakeholder input and community engagement. Development of the <i>Strategy</i> has been extended to 2025–26.	Not completed - within our control

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025.	4.1.3 Review the 2025 net zero emission (purchasing of carbon offsets) target to move towards direct and actionable emissions outcomes to assist Council to achieve a zero emission profile (no purchasing of carbon offsets).	Alternative direct action emissions reduction pathway <i>Plan</i> developed.	We developed a robust emissions reduction pathway, which will result in the elimination of all emissions under our direct control by 2031. This will be achieved primarily through transitioning the gas systems in our buildings and vehicles in our fleet to fully electric alternatives, powered by 100 per cent renewable electricity supplied through the Victorian Energy Collaboration (VECO). The alternative pathway was endorsed in August 2024.	Completed
We will create opportunities for our community to act on climate change to progress towards zero net emissions by 2030.	4.2.1 Engage with residents through programs and activities that promote climate change action.	Delivery of Sustainability Champions program. Engage a minimum of 1,000 Glen Eira residents in events and activities that promote climate change action.	We generated and circulated a wide range of communications and online resources to support over 1,000 residents to reduce their emissions and take action on climate change. In 2024–25 this included: > delivering the <i>Sustainable Champions</i> program, empowering 15 participants to launch six local environmental projects > producing the <i>Glen Eira Sustainability</i> e-news and <i>Glen Eira Business</i> e-news, which provide information and access to programs and events that support residents and businesses to reduce emissions and take action on climate change > providing sustainability information and promoting sustainability events, through our Facebook page and the <i>Sustainable Living in Glen Eira</i> Facebook page > providing a wide range of information and resources to support residents to reduce their emissions and environmental impact, via the <i>Sustainable Glen Eira — taking climate action together</i> page on our website > engaging directly with the community through in-person outreach at public events, such as the <i>Electrify Southside Expo</i> and delivering sustainability webinars in partnership with the City of Stonnington to extend reach and impact across municipal boundaries.	

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will create opportunities for our community to act on climate change to progress towards zero net emissions by 2030.	4.2.2 Develop partnerships with State and Federal Governments to promote and implement best practice Circular Economy practices.	Finalise and communicate Council's advocacy position in relation to Waste Reforms.	We continued to collaborate with councils across Victoria to strengthen advocacy on proposed waste service standards, expand the <i>Victorian Container Deposit Scheme</i> to accept wine and spirit bottles and other circular economy and waste reforms. This work has included continued engagement with the Minister and Recycling Victoria on how to best support councils.	Completed
We will increase our tree canopy and expand private and public greening initiatives.	4.3.1 Develop and implement a car park tree planting and renewal program for Council managed car parks in line with the target set within the Urban Forest Strategy. <i>This is a major initiative in the 2024–25 Annual Budget.</i>	Establish 25% canopy cover in Council carparks located in Carnegie Activity Centre, Stanley Street, Elsternwick and Bentleigh Activity Centre.	As part of our goal to establish 25 per cent canopy cover in our car parks, planting was undertaken in carparks in Carnegie, Elsternwick, Bentleigh and Glen Huntly, including at: > Glen Huntly car park, Glen Huntly: three new trees planted > Carnegie Library car park, Carnegie: 12 new trees planted > Stanley Street car park, Elsternwick: five new trees planted > Horsley Street car park, Bentleigh: six new trees planted including into pre-fabricated pits.	Completed
We will increase our tree canopy and expand private and public greening initiatives.	4.3.2 Commence implementation of the <i>Biodiversity Plan</i> . <i>This is a major initiative in the 2024–25 Annual Budget.</i>	<i>Biodiversity Plan</i> is adopted by Council implementation commenced. .	We endorsed our first <i>Biodiversity Plan</i> on 29 April 2025. The <i>Biodiversity Plan</i> will be implemented over four years from 2025–29. It was developed through engagement with First Nations peoples, key stakeholders, community consultation and expert analysis on Glen Eira's biodiversity.	Completed
We will work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.	4.4.1 Deliver innovation and circular economy outcomes through Council's new waste service contracts.	Finalise the procurement for Council's future waste services.	Our waste services contracts were reviewed and updated through a robust multi-stage Future Waste Services procurement project that included an expression of interest and two tender stages that were completed in June 2025. Following the completion of the tender process, we are working with the successful tenderers to finalise and execute the new contracts by September 2025. The new waste and circular economy service contracts will start between 1 July 2025 and 31 October 2026, in line with when the current contract expires.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.	4.4.2 Collaborate with State Emergency agencies to educate the community about adapting to extreme weather events.	Five engagement activities delivered to at-risk segments of the community. Support provided to community agencies who provide services for at-risk segments of the community, to assist them in building the resilience of the individuals and communities they work with.	Over five engagement activities were delivered to at-risk segments of the community across 2024–25. > In July and August 2024, we partnered with the Jesuit Social Services' Centre for Just Places to conduct workshops with local community organisations and health providers. Representatives from 18 organisations across the community, health and legal sectors came together to examine the impacts of extreme weather, identify barriers faced by at-risk groups and explore actions to improve resilience. > As part of Community Safety Month in October 2024, we partnered with the SES and other emergency services agencies to conduct two events where they provided information and advice to community members on preparing for extreme weather events and other emergencies. An event was held at Moorleigh Community Village on 14 October and another at Town Hall on 27 October 2024. > In January 2025, we partnered with Sweltering Cities to hold a webinar for health and community care providers on how they can support their clients and organisations to prepare for heatwave emergencies. > This was followed in March by an event at Caulfield South Community Garden, where an expert presenter provided information and advice to residents on how they can use their garden space to increase shade and keep cool by countering the urban heat island effect.	Completed

► STRATEGIC DIRECTION 5

A healthy, inclusive and
resilient community



Funding announcement for a new dog park with Nick Staikos MP at Mackie Reserve, Bentleigh East.

SERVICE PERFORMANCE INDICATORS

SERVICE/INDICATOR/MEASURE	2022	2023	2024	2025	MATERIAL VARIATIONS AND COMMENTS
AQUATIC FACILITIES					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.00	4.00	4.00	4.00	
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	3.83	11.08	11.67	13.06	There has been an increase in the utilisation of aquatic facilities since last year. The opening of Carnegie Memorial Swimming Pool in January 2025 has had a positive influence on our total attendances.
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$3.61	\$0.63	-\$0.84	\$0.23	Last year's figure was incorrectly reported as a negative (-\$0.84) instead of a positive (\$0.84), which explains the large variance. This figure is fixed and cannot be amended. Costs have decreased due to increased utilisation following the opening of the Carnegie Memorial Swimming Pool.
ANIMAL MANAGEMENT					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.50	0.00	3.41	Council's reporting system was unable to extract this data in 2023–24.
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	75.79%	97.21%	59.77%	52.10%	The reduction in animals reclaimed is directly linked to an increase in residents surrendering animals in 2023–24.
Animals rehomed [Number of animals rehomed / Number of animals collected] x100	41.58%	23.90%	93.33%	98.25%	
Cost of animal management service per population [Direct cost of the animal management service / Population]	\$5.74	\$6.48	\$6.52	\$6.94	
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	100.00%	100.00%	100.00%	

SERVICE PERFORMANCE INDICATORS

SERVICE/INDICATOR/MEASURE	2022	2023	2024	2025	MATERIAL VARIATIONS AND COMMENTS
FOOD SAFETY					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.47	1.69	1.99	2.08	
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	100.49%	100.00%	100.00%	101.68%	
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$642.13	\$634.42	\$733.21	\$714.30	
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.14%	100.00%	100.00%	100.00%	
Food safety samples [Number of food samples obtained / Required number of food samples] x 100			129.41%	147.64%	Council takes additional food samples than required as part of a risk based approach to food safety. This ensures that sampling activities are proportionate to the level of risk posed by the food, process or premises and supports verification and validation of compliance and control measures.

SERVICE PERFORMANCE INDICATORS

SERVICE/INDICATOR/MEASURE	2022	2023	2024	2025	MATERIAL VARIATIONS AND COMMENTS
LIBRARIES					
Recently purchased library collection [Number of library collection items purchased in the last five years / Number of library collection items] x100	72.32%	64.42%	64.07%	65.86%	
Cost of library service per population [Direct cost of the library service / Population]	\$26.24	\$31.20	\$32.21	\$34.91	
Loans per head of population [Number of collection item loans/ Population]			7.00	6.86	Loans increased by almost two per cent this financial year, with digital items such as eBooks, eAudiobooks and online magazines proving very popular.
Library membership [Number of registered library members/ Population] x 100			23.66%	24.98%	Library membership increased in 2024–25, with 600 new members joining each month.
Library visits per head of population [Number of library visits/ Population]			3.56	3.60	Overall visits to Glen Eira Libraries locations increased nearly four per cent from the previous financial year.



A special StoryTime for Lunar New Year at Bentleigh Library and Youth Hub.

SERVICE PERFORMANCE INDICATORS

SERVICE/INDICATOR/MEASURE	2022	2023	2024	2025	MATERIAL VARIATIONS AND COMMENTS
MATERNAL AND CHILD HEALTH (MCH)					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101.12%	101.42%	100.56%	100.86%	
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$86.50	\$85.95	\$81.98	\$77.56	
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	73.08%	71.92%	74.25%	79.10%	
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	77.97%	86.05%	82.81%	85.45%	
Participation in four-week Key Age and Stage visits [Number of four-week key age and stage visits / Number of birth notifications received] x100	95.52%	100.52%	93.66%	101.50%	

SERVICE INDICATORS		
STRATEGIC INDICATOR	MEASURE	COMMENTS
Services and partnerships to improve the health and wellbeing of residents of all ages and backgrounds across the community.	SI5.1.1 Maintain or increase participation in Council-delivered health and wellbeing programs and activities across the community.	We continued to grow participation in diverse health and wellbeing initiatives across Glen Eira, including: > <i>Seniors Festival</i>: 49 events delivered in October 2024 with community partners; and support was provided to 34 senior groups throughout the year. > Glen Eira Leisure: Memberships grew from 10,944 to 13,221. <i>Every Body Active</i> program delivered 4,000+ hours of support weekly to 109 clients, with strong participation in inclusive fitness and basketball programs. > Libraries: 33,958 attendances at <i>Baby Time</i> and <i>StoryTime</i>, 18,729 attendances across bilingual sessions, STEAM Club, health talks and cultural events. > Maternal and Child Health: 12,220 Key Age and Stage appointments, 5,537 immunisations and support programs for new parents and babies. > Youth Services: 134 individual support sessions; 1,831 community contacts, 1,258 young people engaged in ongoing programs and 4,676 attendances at youth events, including art exhibitions and festivals.
Services and partnerships to improve the health and wellbeing of residents of all ages and backgrounds across the community.	SI5.1.2 Community satisfaction with Council services which support community wellbeing, including arts, libraries, community, cultural, family and disadvantaged support services, is maintained or increased.	Community satisfaction with art centres and libraries decreased to 75 points in 2025 from 77 in 2024, yet remains above the state average and one point below the metropolitan average. Community satisfaction with community and cultural activities decreased to 68 points in 2025, from 69 in 2024 yet remains above the state-wide average of 65 and one point below the metropolitan average. Disadvantaged support services decreased to 61 points in 2025, down from 64 in 2024. Glen Eira's performance is marginally below the 62 per cent metropolitan average, and above the state average. We've increased our community's perception of our family support services, up to 65 points in 2025 from 63 points in 2024. It's encouraging to see our community thinks we're on the right track in these areas, so we can continue to build on these strengths and make our services even better for our community.

SERVICE INDICATORS		
STRATEGIC INDICATOR	MEASURE	COMMENTS
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life.	SI5.2.1 Increase in opportunities for the community to engage with, connect and celebrate our diverse community.	Our <i>Significant Wellbeing and Cultural Dates 2025</i> were regularly promoted across a variety of channels, including <i>Glen Eira News</i> and social media platforms, such as Facebook and Instagram to ensure opportunities for the community to learn, engage, connect and celebrate through the events and activities on offer. Moorleigh Community Village tenant Southern FM radio promoted the <i>Village Open Day</i> as part of the <i>October Seniors Festival</i>. Our messaging supported access, equity and involvement for all, with invitations to participate in fostering harmony and increase the wellbeing of an inclusive and diverse community. Key achievements aimed at increasing opportunities for the community to engage with, connect and celebrate our diverse community include: > our targeted communications, including 52 social media posts and 24 <i>Glen Eira News</i> articles > <i>Refugee Week</i> during 15–21 June featured promotions, including digital screens at the Glen Eira Sports and Aquatic Centre reaching an audience of over 1,000 people > <i>The Torch Confined 16</i> exhibition, held during May, ending with <i>National Reconciliation Week</i> at the Glen Eira Art Gallery showcasing First Nations artists > <i>Lunar New Year</i> held on 29 January and <i>Diwali Festival of Lights</i> held on 10 November events, were widely promoted resulting in an increased level of community engagement and participation.
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life.	SI5.2.2 Increase in promotion of the benefits and opportunities of diversity in our community	We actively promoted diversity and inclusion through events, training and community engagement. A key initiative was the delivery of the Diversity and Inclusion Statement at major events, reinforcing our commitment to social cohesion and respect. Key achievements include: > <i>Resilience Against Racism</i> training: Two sessions were held with lived-experience trainers, fostering empathy and understanding. > <i>Harmony Forum</i>: 60+ participants explored intercultural connections and social cohesion. > <i>Courage to Care – Upstander Training</i>: This training empowered 20 participants to challenge prejudice and support inclusion. > <i>Summer Pride</i> Events: We celebrated LGBTIQ+ inclusion with a welcoming environment and public affirmation of Council values. > <i>Cultural Diversity Week</i>: An Indian dance class engaged 25 participants in cultural celebration and exchange. We continue to build a more inclusive, respectful and connected community by celebrating diversity as a strength.

SERVICE INDICATORS		
STRATEGIC INDICATOR	MEASURE	COMMENTS
Services and programs that support community connection, lifelong learning and development at key stages of life, including early childhood, youth, families and older persons.	SI5.3.1 Satisfaction with Maternal and Child Health Services and Youth Services is maintained or increased.	Satisfaction with family support services increased to 65 points in 2025, up from 63 points in 2024, remaining above the 62 point state average, yet below the metropolitan average of 66.
Services and programs that support community connection, lifelong learning and development at key stages of life, including early childhood, youth, families and older persons.	SI5.3.2 Satisfaction with arts centres and libraries is maintained or increased.	Community satisfaction with art centres and libraries decreased to 75 points in 2025 from 77 in 2024 yet remains above the state average and one per cent below the metropolitan average.
Services and programs that support community connection, lifelong learning and development at key stages of life, including early childhood, youth, families and older persons.	SI5.3.3 Satisfaction with services that support healthy ageing are maintained or increased.	Satisfaction with services that support healthy ageing decreased to 62 points in 2025, from 64 in 2024, and is now one point below both the state and metropolitan averages.
Opportunities to participate in festivals, events and activities that foster cultural and artistic expression, local identity and support community wellbeing.	SI5.4.1 Accessible and flexible opportunities for participation in cultural and artistic events and activities.	Glen Eira Libraries delivered a range of online programs celebrating diversity and encouraging cultural expression and inclusion. These online events ensure all community members have the opportunity to participate. Live events in library branches, such as Jolabokafloð, have encouraged togetherness and engagement, while activities fostering creative expression included creative writing, bookbinding, crochet and yarn workshops, origami and creative upcycling workshops. The annual My Brother Jack Awards encouraged the community to develop their writing skills and creativity. Accessibility at cultural events, including Rolling Shows, Diwali and Lighting of the Menorah, was prioritised by events officers to ensure all community members could enjoy the activities. The Gallery at Town Hall is wheelchair accessible, provides wheelchair and seating options for patrons, and is a calming space that minimises sensory overload so all members of the community can enjoy workshops and floor talks.
Opportunities to participate in festivals, events and activities that foster cultural and artistic expression, local identity and support community wellbeing.	SI5.4.2 Satisfaction with Council's Arts and Culture services is maintained or increased.	Community satisfaction with community and cultural activities decreased to 68 points in 2025, from 69 in 2024, yet remains above the state average of 65 and one point below the metropolitan average.
Continue to provide a high standard of aquatic and leisure programming which supports and adapts to community needs.	SI5.5.1 Satisfaction with Glen Eira Leisure services is maintained or increased.	Community satisfaction remained fairly consistent, with an average score of 88 per cent across the 12 months. This is an acceptable level, however there is room for improvement and increasing this score will be a strong focus over the next financial year.

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.	5.2.1 Develop a <i>Reconciliation Action Plan (RAP) 2024–2026</i> .	RAP 2024–2026 developed and submitted to Reconciliation Australia.	We developed the <i>Reconciliation Action Plan 2024–2026 Innovate</i> and received provisional endorsement from Reconciliation Australia in July 2024, following engagement with Traditional Owner groups, First Nations leaders and the whole community.	Completed
We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.	5.2.2 Provide Community Grants to support local not-for-profit organisations that respond to emerging vulnerabilities and promote active participation in community life.	Community Strengthening and Partnership and Events Grants for 2024–25 awarded.	From the period between July to September, we awarded 95 grants to 92 community groups, totalling \$436,538. This consists of 84 annual Community Grants, four Small Grants, and seven Facility Hire Grants to a diverse range of community groups.	Completed
We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.	5.2.3 Deliver the <i>16 Days of Activism</i> campaign to increase awareness in family violence prevention within the community.	Campaign delivered.	We successfully delivered the <i>16 Days of Activism Against Gender-Based Violence Campaign</i> from 25 November to 10 December 2024, aligning with international observances and fulfilling the planned outcome. Under the 2024 theme ‘Respect is...’, the campaign aimed to raise awareness about family violence, promote gender equality and reinforce that all forms of gender-based violence are unacceptable. Highlights included: > <i>Conversations That Matter</i>: Nearly 100 men attended an event on masculinity and violence prevention > Town Hall was lit orange to mark the campaign launch > More than 500 community contacts were reached via email, including senior groups and sporting clubs promoting the event > Coffee cup stickers were distributed to local traders to spread the message > The <i>Tree of Hope</i> project was supported with Moongala Women’s Community House, symbolising unity and remembrance for women lost to family violence. This comprehensive campaign successfully engaged the community, raised awareness and promoted respectful relationships, meeting and exceeding the intended outcome.	Completed

ANNUAL COMMITMENTS 2024–25

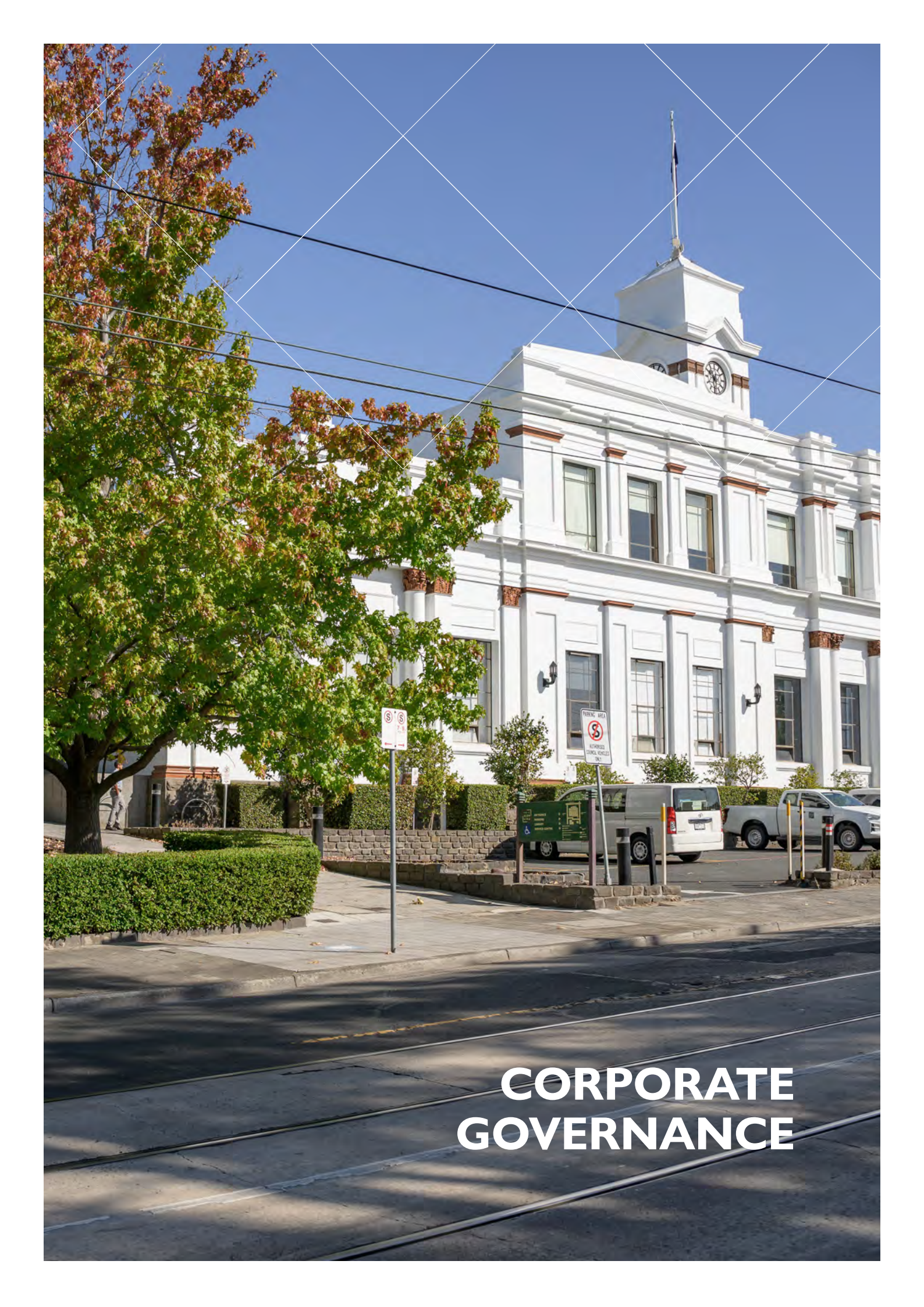
Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need.	5.3.1 Complete works at Caulfield Town Hall to improve access for people with disabilities. <i>This is a major initiative in the 2024–25</i>	Town Hall portico upgraded. Accessible toilet upgraded.	Four of our locations are set for upgrades under this program. Two locations, Caulfield Senior Citizens Centre, Caulfield South and the Godfrey Street Community House, Bentleigh have been completed. The third location, Glen Huntly Maternal Child Health Centre, Glen Huntly is partially completed. The Town Hall portico upgrade has been deferred, as the customer service entrance has been prioritised due to much higher usage and requirement for compliant access at the entry. Accessible toilets were also upgraded at the Caulfield Senior Citizens Centre and the Glen Huntly Maternal Child Health Centre.	Not completed - within our control
We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need.	5.3.2 Provide Every Body Active and Living Stronger programs through our Glen Eira Leisure facilities to improve participation rates for people with disability and older adults.	Every Body Active weekly programs delivered. Weekly Living Stronger exercise program delivered.	The <i>Every Body Active (EBA)</i> and <i>Living Stronger</i> programs have been operating throughout the year. In the last quarter of 2024–25, there were 1,006 attendances to the <i>EBA</i> group fitness program. In April, we expanded our services by launching the <i>EBA</i> program at Carnegie Memorial Swimming Pool. We run five sessions at this location, with three regular clients transitioning their sessions from GESAC to the new facility. Throughout the year, <i>EBA</i> maintained steady capacity. This has led to an increase of 66.44 per cent in attendances on the last quarter. Weekly <i>Living Stronger</i> programs recorded 826 attendances at Caulfield Recreation Centre and 311 attendances at Bentleigh Seniors Club.	Completed
We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need.	5.3.3 Support vulnerable young people to access social, emotional and financial supports, including access to mental health services and education, employment and training pathways through one on one appointments with Youth Development Officers, workshops and support programs.	250 support consultations delivered.	Our Youth Services team engaged with over 2,000 young people across all programs. These included: > providing individual support sessions to 187 people > delivering 363 social engagement and skills building sessions in schools and the community > offering support, information and referrals to over 1,500 young people.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.	5.4.1 Deliver events in local areas to provide opportunity for cultural experiences and accessible connections across the community. <i>This is a major initiative in the 2024–25</i>	Annual events program delivered including eight key events and 80 library programs across the year.	Over eight key events and 80 library programs were delivered across the year. Highlights included: > Mutti Mutti, Yorta Yorta, Nari Nari songman and storyteller Uncle Kutcha Edwards performed at the <i>Glen Eira Storytelling Festival</i>, sharing powerful stories and music. > <i>Groove and Graze</i> events at Halley Park and Hopetoun Gardens attracted around 5,000 attendees, offering music, food trucks and pop-up bars. > The <i>Storytelling Festival</i> launch at the Carnegie Library forecourt featured a Smoking Ceremony and Welcome to Country by Uncle Willy Pepper of the Boonwurrung Land and Sea Council, and live music by Isaac Staines. > <i>Rolling Shows</i> brought flexible park performances, including Jude Perl for Valentine's Day at Caulfield Park. > Our galleries supported local visual arts with the Glen Eira Artists Society's annual member's exhibition, complemented by Caulfield Rotary Club's <i>The Upcycling Era</i> in Gallery Two. The talent of young people in Glen Eira was on display in September as part of Glen Eira Youth Services' annual exhibition — this year called <i>Dreams</i>. Last year's winner, Jessi Hooper, had her own exhibition in Gallery Two, titled <i>Nature's Mosaic</i>.	Completed

ANNUAL COMMITMENTS 2024–25

Strategic Priority	Action	Measure	Progress update as at 30 June 2025	Status
We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.	We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.	Five social media posts acknowledging LGBTQIA+ significant days to raise awareness and provide links to relevant service providers. Three community activities delivered.	Throughout 2024–25, we organised several community activities to enhance visibility, promote inclusion, and foster greater understanding of the LGBTQIA+ community. These events created welcoming spaces for participation, celebration, and education across the municipality. Key activities included: > Glen Eira's first LGBTQIA+ themed event at the <i>Seniors Festival</i>, attended by 68 community members > a visual art exhibition by a local trans artist held in Gallery 2 as part of <i>Transgender Awareness Week</i> > A <i>Queer Sports Alliance</i> event, promoted as QSA Takeover at Glen Eira Sports and Aquatic Centre during <i>Transgender Awareness Week</i>, which welcomed 18 identifying community members > <i>Summer Pride</i> at Glen Eira Sports and Aquatic Centre, celebrating the LGBTQIA+ community connections through music, dance and inclusive fitness > <i>IDAHOBIT (International Day Against LGBTQIA+ Discrimination)</i> marked at GESAC. > Significant LGBTQIA+ awareness dates were recognised across our communication channels, ensuring broad community engagement. Feature articles on the Pride South East Alliance, <i>Summer Pride</i> and <i>Transgender Day of Visibility</i> were published in <i>Glen Eira News</i>, further amplifying stories of inclusion and pride. > A Rainbow Pride Advisory Group member featured in our video celebrating the 2025 <i>Volunteering and Community Awards</i>, highlighting contributions of LGBTQIA+ advocates in civic life.	Completed
We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.	5.4.3 Deliver events to celebrate people with disabilities.	Glen Eira Leisure <i>International Day of People with a Disability</i> event held.	As part of <i>International Day of People with Disability</i> on 3 December 2024, our staff delivered a positive experience to 200 guests, showcasing people with disabilities participating in sports, such as wheelchair football, and we celebrated our Glen Eira Paralympians with an awards event at Glen Eira Town Hall.	Completed



CORPORATE GOVERNANCE

OUR ROLE

Councils are the level of government closest to the community and play a critical role in delivering community services and infrastructure. The *Constitution Act 1975* (Vic) recognises local government as a distinct and essential tier of government consisting of democratically elected councils. It notes that councils have the functions and powers that the Victorian Parliament considers necessary to ensure the peace, order and good government of each municipal district.

The *Local Government Act 2020* (Vic) sets out the role, functions and powers of councils in Victoria, and establishes principles to guide how councils perform their statutory functions and exercise their powers.

Our role is to provide good governance for the benefit and wellbeing of the community. In doing so, we must be accountable, transparent, collaborative, efficient and engaged with our community. We are responsible for setting strategic direction, establishing and guiding policies, determining service delivery standards, and monitoring our performance.

The principles that guide us include:

- > complying with relevant laws when making decisions and undertaking our functions and actions
- > prioritising the achievement of the best outcomes for the municipal community, including future generations
- > promoting the economic, social and environmental sustainability of the municipal district, including mitigation of and planning for climate change risks

- > engaging the community in strategic planning and decision-making
- > pursuing innovation and continuous improvement in service delivery and governance
- > collaborating with other councils, governments and statutory bodies
- > ensuring our ongoing financial viability
- > considering regional, state and national plans and policies in strategic planning and decision-making
- > ensuring the transparency of our decisions, actions and information.



Community engagement pop-up for *Our Place, Our Plan*.

Governance and management checklist

The *Local Government Performance Reporting Framework* requires councils to report against a governance and management checklist consisting of 27 items. The checklist acts as an assessment of each council's governance to

support community engagement, planning, monitoring and decision-making. The following results are presented in the prescribed form of our assessment against the checklist.

	GOVERNANCE AND MANAGEMENT ITEM	STATUS	YES/ NO	DATE APPLICABLE
GC1	<i>Community Engagement Policy</i> (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act	Yes	23/07/2024
GC2	Community engagement guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes	23/07/2024
GC3	<i>Financial Plan</i> (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	No	Scheduled for adoption by 31/10/2025
GC4	<i>Asset Plan</i> (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	Yes	28/06/2022
GC5	<i>Revenue and Rating Plan</i> (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	Yes	30/06/2025
GC6	<i>Annual Budget</i> (Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act	Yes	30/06/2025
GC7	<i>Risk Policy</i> (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current Policy in operation	Yes	19/07/2022
GC8	<i>Fraud Policy</i> (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current Policy in operation	Yes	28/11/2023

	GOVERNANCE AND MANAGEMENT ITEM	STATUS	YES/NO	DATE APPLICABLE
GC9	Municipal emergency management planning (Council's participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC))	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year	Yes	17/07/2024
GC10	<i>Procurement Policy</i> (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act	Yes	3/11/2021
GC11	<i>Business Continuity Plan</i> (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current Plan in operation	Yes	13/09/2022
GC12	<i>Disaster Recovery Plan</i> (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current Plan in operation	Yes	17/04/2025
GC13	<i>Complaint Policy</i> (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act	Yes	28/11/2023
GC14	<i>Workforce Plan</i> (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act	Yes	31/12/2021
GC15	Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current Policy in operation	Yes	23/07/2024
GC16	<i>Risk Management Framework</i> (Framework outlining Council's approach to managing risks to the Council's operations)	Current Framework in operation	Yes	19/07/2022
GC17	Audit and Risk Committee (Advisory committee of Council under section 53 and section 54 of the <i>Local Government Act</i>)	Established in accordance with section 53 of the Act	Yes	11/08/2020
GC18	Audit and Risk Committee (Advisory committee of Council under section 53 and section 54 of the <i>Local Government Act</i>)	Established in accordance with section 53 of the Act	Yes	11/08/2020

	GOVERNANCE AND MANAGEMENT ITEM	STATUS	YES/NO	DATE APPLICABLE
GC19	<i>Performance Reporting Framework</i> (A set of indicators measuring financial and non-financial performance including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)	Current <i>Framework</i> in operation	Yes	1/07/2015
GC20	<i>Council Plan</i> Reporting (Report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six months of the financial year)	Current report	Yes	<i>Quarterly Service Performance Report:</i> 03/09/2024 03/12/2024 25/02/2025 20/05/2025
GC21	Quarterly budget reports (Quarterly reports presented to Council under section 97 of the <i>Act</i> comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance of section 97 (1) of the <i>Act</i>	Yes	Monthly reports: 3/09/2024 17/09/2024 15/10/2024 3/12/2024 4/02/2025 25/02/2025 8/04/2025 29/04/2025 20/05/2025 30/06/2025
GC22	Risk reports (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	Yes	23/02/2024 30/05/2025 Next one will be presented on 28/11/2025
GC23	Performance reports (Six-monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in section 98 of the <i>Act</i>)	Performance reports prepared	Yes	15/10/2024

	GOVERNANCE AND MANAGEMENT ITEM	STATUS	YES/NO	DATE APPLICABLE
GC24	<i>Annual Report</i> (Annual report under sections 98, 99 and 100 of the Act containing a report of operations and audited financial and performance statements)	<i>Annual Report</i> presented in a meeting of Council in accordance with section 100 of the Act	Yes	15/10/2024
GC25	<i>Councillor Code of Conduct</i> (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act	Yes	26/10/2024
GC26	Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	Yes	25/02/2025
GC27	Meeting Procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act	Yes	03/09/2024

I certify that this information presents fairly the status of Council's governance and management arrangements.



Lucy Roffey

Chief Executive Officer

Dated: 3 September 2025



Councillor Simone Zmood

Mayor

Dated: 3 September 2025

COUNCIL ELECTIONS

The Glen Eira Council election was held on 26 October 2024 and was conducted by the Victorian Electoral Commission (VEC).

In February 2024, the Minister for Local Government announced that the electoral boundaries for Glen Eira City Council would consist of nine wards with a single Councillor representing each ward.

Election of the Mayor and Deputy Mayor

The Councillors elect our Mayor and Deputy Mayor for one-year terms. On 26 November 2024, Councillor Simone Zmood was elected Mayor and Councillor Luca Ragni was elected Deputy Mayor.

The Mayor is the principal spokesperson for Council, chairs Council meetings, performs ceremonial duties and has a range of responsibilities under the Act, including leading engagement with the community on the development of the *Council Plan*. The Mayor also assists Councillors to understand their role and promotes behaviour consistent with the *Councillor Code of Conduct*.

Councillor Code of Conduct

From 26 October 2024, the Local Government Act 2020 requires all Councillors to observe the [Model Councillor Code of Conduct](#), which is prescribed in Schedule 1 to the *Local Government (Governance and Integrity) Amendment Regulations 2024*. Its purpose is to help our Councillors meet their responsibilities. It sets standards to ensure their conduct is legal, ethical and appropriate at all times.

Councillors agree to obey the *Model Code of Conduct* when they take and sign an Oath or Affirmation of Office at the start of their term.

Conflict of interest

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Councillors are elected to act in the best interests of the community. Councillors must disclose if they have a general or material conflict of interest on any item to be discussed at a Council meeting or other meetings under the support of the Council. Once a Councillor declares a conflict of interest, the Councillor must leave the meeting and cannot be present for the discussion or voting on that matter.

When a council delegates its powers to a member of staff or a committee, it also needs to act in the public interest. Our Governance Rules set out the processes for the disclosure of a conflict of interest. There were eight declared conflicts of interest at Council meetings in 2024–25.



Councillor Simone Zmood was officially sworn in as Mayor of Glen Eira in November 2024.

COUNCIL MEETINGS

Ordinary Council meetings are generally held every three weeks on Tuesday evenings, with Special Council meetings held as required. Meetings are held in the Council Chamber at the Glen Eira Town Hall, with all meetings livestreamed and placed on our website within 48 hours.

Meetings must comply with the Governance Rules adopted by Council on 3 September 2024 in accordance with the *Act* and the *Local Government (Governance and Integrity) Regulations 2020*. The meetings must also comply with the *Council Meeting Procedure Local Law* that was reviewed and

adopted in 2024. Agendas consist of reports independently prepared by staff members and include recommendations for Council to consider.

The community is welcome to submit questions to ordinary Council meetings, under rule 59 of our Governance Rules and in conjunction with the *Public Participation Policy* that was adopted on 3 September 2024.



Council Chambers at Glen Eira Town Hall.

Councillor attendance at Council meetings

There were 15 ordinary meetings and six special meetings in 2024–25.

COUNCILLOR	ORDINARY MEETINGS	SPECIAL MEETINGS	RELEVANT PERIOD
Cr Tony Athanasopoulos	5	2	1 July 2024–26 October 2024
Cr Anne-Marie Cade	5	2	1 July 2024–26 October 2024
Cr Arabella Daniel	10	2	18 November 2024–30 June 2025
Cr Margaret Esakoff	14	4	1 July 2024–30 June 2025
Cr Jane Karslake	15	4	1 July 2024–30 June 2025
Cr Jim Magee	5	1	1 July 2024–26 October 2024
Cr Sam Parasol	13	4	1 July 2024–30 June 2025
Cr Sue Pennicuik	5	2	1 July 2024–26 October 2024
Cr Luca Ragni	10	2	18 November 2024–30 June 2025
Cr Kay Rimbaldo	10	2	18 November 2024–30 June 2025
Cr Kimberley Young	10	2	18 November 2024–30 June 2025
Cr Li Zhang	14	4	1 July 2024–30 June 2025
Cr Simone Zmood	15	4	1 July 2024–30 June 2025

DELEGATIONS

Many important decisions are made by our elected Councillors at formal Council meetings. However, not all decisions are made this way. The Chief Executive Officer (CEO) has statutory responsibility for managing our day-to-day operations and is empowered to make certain decisions independently.

Council may also delegate specific powers, duties and functions to the CEO, Council staff or delegated committees. The CEO may then subdelegate these responsibilities to other staff, including powers and functions conferred directly to the CEO under legislation.

Formal delegations are a critical governance tool that ensures decisions are made effectively, consistently and with legal authority. They support the efficient delivery of our services while maintaining clear accountability.



Glen Eira City Council Town Hall entrance.

COMMITTEES

The Local Government Act requires councils to establish an Audit and Risk Committee. The Act also permits the establishment of delegated committees, joint delegated committees and community asset committees. In addition, we operate several Advisory Committees that offer advice and recommendations to us on specific issues. We are also represented on external bodies that serve the community. We regularly review Councillor membership on committees.

Delegated committees

The Act allows councils to establish one or more delegated committees consisting of:

- > Councillors
- > Council staff
- > other persons
- > any combination of the above.

We had no delegated committees during 2024–25

Audit and Risk Committee

An Audit and Risk Committee was established under subsection 53(1) of the Act.

The Committee's role is to report to Council and give advice and recommendations on issues that are relevant to our Audit and Risk Committee Charter. This facilitates our decision-making and helps us carry out our responsibilities.

Councillor representatives (appointed 21 November 2023 to 26 October 2024)

- > Cr Anne-Marie Cade
- > Cr Sue Pennicuik
- > Cr Sam Parasol (Substitute Member)
- > Cr Simone Zmood (Substitute Member)

Councillor representatives (appointed 26 November 2024 to current)

- > Cr Simone Zmood
- > Cr Luca Ragni
- > Cr Sam Parasol (Substitute Member)
- > Cr Kay Rimbaldo (Substitute Member)
- > Independent representatives:
- > Craig Geddes, Menchi Schneier and Lisa Tripodi

Five meetings were held during 2024–25.

Our Audit and Risk Committee comprises independent representatives who receive the following remuneration:

INDEPENDENT REPRESENTATIVE	REMUNERATION	APPOINTED UNTIL
Craig Geddes (Chair)	\$10,975 p.a. (excl. GST)	1 January 2027
Menchi Schneier	\$9,385 p.a. (excl. GST)	1 January 2028
Lisa Tripodi	\$9,385 p.a. (excl. GST)	1 January 2026

Advisory and other committees

Our advisory committees provide insight and recommendations to Council.

On this page

- > CEO Employment Matters Advisory Committee
- > Glen Eira Leisure Advisory Committee
- > The Elsternwick Club Advisory Committee
- > 2021–24 Advisory Committees
- > External and other committees

CEO Employment Matters Advisory Committee

The role of the Committee is to make recommendations on contracts, appointments, remuneration, conditions or extensions of appointments relating to the CEO or acting CEO. The Committee also conducts performance reviews of the CEO.

Download the [CEO Employment Matters Committee terms of reference.](#)

Glen Eira Leisure Advisory Committee

The Glen Eira Leisure (GEL) Advisory Committee is an independent advisory committee, established to enhance the performance of GEL and mitigate risks associated with its operational scale, particularly after the Carnegie Memorial Swimming Pool redevelopment.

Expressions of interest for the Committee closed Sunday 18 May 2025. This initial round of engagement didn't produce enough interest to form the Committee so a second round will be undertaken in July 2025 to establish the full Committee.

The Elsternwick Club Advisory Committee

The role of the Elsternwick Club Advisory Committee is to provide advice to help ensure the design of The Elsternwick Club site addresses the diverse needs of the community and act as ambassadors throughout the life of the project.

The Committee is made up of:

- > Chairperson: Councillor Simone Zmood
- > Councillor members: Councillor Margaret Esakoff and Councillor Sam Parasol
- > 10 community members

Download [The Elsternwick Club Advisory Committee terms of reference.](#)



The Elsternwick Club site

2021–24 Advisory Committees

The below Advisory Committees ran during 2021–24 Council term:

- > Arts and Culture Advisory Committee
- > Community Engagement Advisory Committee
- > Community Grants and Awards Advisory Committee
- > Glen Eira Business and Economy Advisory Committee
- > Glen Eira Multicultural Advisory Committee
- > Local Laws Advisory Committee
- > Strategic Transport Advisory Committee
- > Sustainability Advisory Committee
- > Open Space, Sport and Recreation Advisory Committee (committee in abeyance)

Council is in the process of establishing Advisory Committees for the 2025–29 Council term.

External and other committees

We are part of a range of external and other committees, such as local government peak bodies, which we provide expert guidance and recommendations. These include:

- > Victorian Local Governance Association (VLGA)
- > Municipal Association of Victoria (MAV)
- > Metropolitan Transport Forum (MTF)
- > Eastern Alliance for Greenhouse Action (EAGA)
- > Local Government Working Group on Gambling (LGWGOG)
- > Audit and Risk Committee
- > Community Safety Committee



Opening event celebrating the constructed Queens Avenue cycling corridor in Caulfield East.

COUNCILLOR ALLOWANCES AND SUPPORT

Our Mayor and Councillors are supported by a Councillor Business team, which processes community correspondence, co-ordinates meetings and supports mayoral and civic functions.

Councillors are entitled to receive an allowance while performing their duty as a Councillor in accordance with Section 39 of the Act. Allowances are fully taxable and are set by the Victorian Independent Remuneration Tribunal according to three categories based on our income and

population. Glen Eira City Council is recognised as a category three council. Allowances are generally increased annually on 18 December. An additional 10.5 per cent is paid on top of the allowance, which Councillors may choose to direct to their superannuation.

The following table contains details of allowances received by the Mayor, Deputy Mayor and Councillors during the 2024–2025 financial year.

COUNCILLOR	MAYOR /DEPUTY MAYOR POSITION	ALLOWANCE \$
Cr Tony Athanasopoulos		\$11,696
Cr Anne-Marie Cade	Mayor 1 July 2024 to 26 October 2024	\$38,718
Cr Arabella Daniel		\$22,649
Cr Margaret Esakoff		\$34,346
Cr Jane Karslake		\$32,296
Cr Jim Magee		\$11,696
Cr Sam Parasol		\$34,346
Cr Sue Pennicuik		\$11,696
Cr Luca Ragni	Deputy Mayor 26 November 2024 to 30 June 2025	\$37,811
Cr Kay Rimbaldo		\$22,649
Cr Kimberley Young		\$22,649
Cr Li Zhang		\$34,346
Cr Simone Zmood	Deputy Mayor 1 July 2024 to 26 October 2024 Mayor 26 November 2024 to 30 June 2025	\$94,169
Total		\$409,067

COUNCILLOR EXPENSES

In accordance with Section 40 of the Act, we are required to reimburse a Councillor for expenses incurred in performing their duties as a Councillor. We are also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

The details of the expenses, including reimbursement of expenses for each Councillor we paid for the 2024–25 year are set out below.

COUNCILLORS	TRAVEL	PROFESSIONAL DEVELOPMENT	SUPPORT THE PERFORMANCE OF THE ROLE	TOTAL
Cr Tony Athanasopoulos	\$173	\$712	\$151	\$1,036
Cr Anne-Marie Cade	\$128	\$1,321	\$1,015	\$2,464
Cr Arabella Daniel	\$0	\$3,942	\$443	\$4,385
Cr Margaret Esakoff	\$0	\$2,550	\$656	\$3,206
Cr Jane Karslake	\$57	\$3,836	\$2,176	\$6,069
Cr Jim Magee	\$163	\$0	\$274	\$437
Cr Sam Parasol	\$0	\$0	\$593	\$593
Cr Sue Pennicuik	\$0	\$0	\$24	\$24
Cr Luca Ragni	\$0	\$1,493	\$443	\$1,936
Cr Kay Rimbaldo	\$0	\$0	\$443	\$443
Cr Kimberley Young	\$0	\$161	\$524	\$685
Cr Li Zhang	\$0	\$718	\$698	\$1,416
Cr Simone Zmood	\$281	\$4,124	\$677	\$5,082
Total	\$802	\$18,857	\$8,117	\$27,776

Note: No expenses were paid by Council including reimbursements to members of Council Committees during the year.

Travel: covers Councillors' transport costs to attend meetings, functions and other commitments within and outside the municipality. This includes taxis, reimbursement for using private vehicles for Council business and car parking fees and permits, as described in the Councillor Civic Support and Expense Policy.

Professional development: covers registration fees for local conferences, functions, seminars, memberships and one-off or short-term training courses. They are usually held by local government organisations and professional bodies or institutions in areas that impact on the role of Councillors and the City.

Support the performance of the role: covers Councillors' communication costs to ensure they are accessible and can contact residents, stakeholders, Councillors and Council officers while conducting Council business. This includes costs associated with use of mobile phones, tablets or iPads. We also reimburse reasonable expenses for childcare and carers so Councillors can carry out their duties.



Electric fleet vehicle belonging to Glen Eira City Council.

INFORMATION GOVERNANCE

Public transparency

We are committed to transparent and accountable decision-making. In addition to meeting our statutory obligations to make information publicly available, we actively promote inclusion by taking steps to ensure our information is clear, understandable and accessible to all members of the community.

You can access a range of documents and publications on our website in accordance with our *Public Transparency Policy*. Publicly available documents include:

- > agendas and minutes of Council meetings (except where items are considered in a closed session under section 66 of the *Local Government Act 2020*)
- > Council-adopted policies and strategies, including the *Council Plan* and *Community Vision*
- > a summary of personal interests, as required under section 135 of the *Local Government Act 2020*
- > registers of gifts, benefits and hospitality offered to Council staff
- > registers of interstate travel undertaken by Councillors or Council staff
- > registers of donations and grants made by Council
- > registers of leases entered into by Council
- > register of delegations
- > register of authorised officers
- > register of election campaign donations
- > any other registers or records required by the *Local Government Act 2020* or other legislation.
- > Registers available on our website include:
 - > planning register (under section 49(1) of the *Planning and Environment Act 1987*)
 - > *Lease and Licence Register*
 - > *Classified Tree Register*.

Our *Publication of Information about Glen Eira City Council Statement* is available on our website. This document outlines our structure and functions, the types of documents we hold and how you can access information about us.

We maintain paper-based and electronic records relating to our operational and administrative functions. The retention and disposal of these records are governed by the *Public Records Act 1973*. Records are not destroyed or otherwise disposed of except in accordance with standards issued by the Public Record Office Victoria (PROV).

Freedom of information

You can request access to documents held by Glen Eira City Council under the *Freedom of Information Act 1982* (Vic) (FOI Act). Your right to access is subject to exceptions and exemptions designed to protect essential public interests and the personal or business affairs of individuals.

You may apply for access to:

- > documents relating to your personal affairs, regardless of when they were created
- > other documents held by Council created on or after 1 January 1989, including documents produced by Council or received from external parties.

To make a valid request under section 17 of the FOI Act, your application must:

- > be in writing
- > provide sufficient detail to enable identification of the documents
- > be accompanied by the prescribed application fee (which may be waived if payment would cause financial hardship).

You can make a written request:

- > by email to foi@gleneira.vic.gov.au
- > online at <https://www.gleneira.vic.gov.au/about-council/our-organisation/council-legislation-and-policies/freedom-of-information>
- > in person at our Service Centre at the Town Hall
- > by post to:

Freedom of Information Officer

Glen Eira City Council
PO Box 42
Caulfield South VIC 3162

If you have any questions about accessing documents, please contact our Freedom of Information Officer on 03 9524 3333.

FREEDOM OF INFORMATION REQUESTS RECEIVED					
DETAILS	2020–21	2021–22	2022–23	2023–24	2024–25
Total number of new requests	54	49	50	47	43
Requests determined not to be <i>Freedom of Information Act</i> requests	6	0	6	1	3
Access granted in full	13	15	4	10	15
Access granted in part	8	7	3	7	9
Other	7	12	19	13	16
Access denied in full	3	8	2	1	2
Requests still under consideration	12	10	10	12	6
Requests withdrawn	5	8	4	3	4
Number of decisions referred to the Office of the Victorian Information Commissioner	1	6	4	1	0
Appeals lodged with VCAT	0	0	0	1	0

Privacy Policy

We value your right to privacy and are committed to protecting your personal and health information. We are required to comply with privacy laws when collecting, using, storing and handling information, particularly when managing complaints and submissions.

We comply with the [Privacy and Data Protection Act 2014](#) (Vic) and the [Information Privacy Principles](#) (IPPs) in relation to all personal information we collect. For any health information collected in connection with our functions, we comply with our obligations under the [Health Records Act 2001](#) (Vic) and the [Health Privacy Principles](#) (HPPs).

For more information, please refer to our [Privacy and Health Records Policy](#), which is available on our website.

Privacy breaches and complaints

We identified eight data breaches in 2024–25 involving:

- > five instances where the incorrect person was either sent an email or cc'd into an email or e-mail addresses were not bcc'd
- > a library member entered an incorrect email address when signing up, resulting in personal details (including name, address, date of birth and signature) being sent to an unintended recipient
- > a social media post mistakenly included the names of individuals who had reserved library books
- > personal information was mistakenly saved to the wrong membership profile.

All incidents were managed in accordance with Council's *Privacy and Health Records Policy*. In each case, appropriate remedial action was taken, including contacting affected individuals, requesting deletion of material and reinforcing

staff awareness of privacy obligations.

We received five privacy complaints in 2024–25. These complaints were related to:

- > Council's meeting agendas, containing personal information, appearing in Google search results
- > concerns regarding the requirement to share personal information with the provider of Council's residential parking ePermit system
- > concerns regarding the data handling practices of Council's residential parking ePermit system.
- > Concerns of unintended data collection arising from Council's privacy collection statement appearing on the GESAC member portal each time a user logged onto the portal
- > disclosure of a resident's name and address to a neighbour in relation to a fencing matter.

We responded to each complaint in accordance with our *Privacy and Health Records Policy* and applicable legislation, offering practical alternatives or clarification where appropriate.

Two complaints were referred to the Office of the Victorian Information Commissioner (OVIC). OVIC declined to conciliate one complaint. OVIC is attempting to resolve the other privacy complaint through its alternative dispute resolution process.

STATUTORY REPORT

Carers Recognition Act 2012

We have implemented a range of initiatives to meet our obligations under the *Carers Recognition Act 2012*, recognising, promoting and valuing the vital role carers play in our community.

To support this, we have established a new Healthy Ageing team to adopt a more holistic approach in assisting carers across Glen Eira. Over the past 12 months, a variety of activities and events have been delivered to help carers connect with others in similar situations, providing opportunities for peer support and meaningful connection.

These initiatives include:

- > weekly exercise classes at Caulfield Recreation Centre
- > monthly support group for carers of ageing parents at Godfrey Street Community House
- > monthly Pathways for Carers group at Caulfield South Community House, which offers social connection, information sharing, gentle walking, and therapeutic art activities.

To keep carers informed, a bimonthly newsletter is distributed to the local carer community, featuring updates on upcoming events and information about relevant support services, such as Alfred Health and the Carer Gateway for the Southeast region.

Our website also includes a dedicated carers section, offering resources, links and information about available services.

We are actively working with Carers Victoria to expand local support networks and create clearer pathways for carers in Glen Eira to access tailored services and ongoing assistance.

Disability Act 2006 — Disability Action Plan

We're proud to support a diverse and inclusive community, and our work reflects the principles set out in the *Disability Act 2006*, ensuring a person with a disability cannot be discriminated against or treated unfairly because of their disability.

Through our *Community Wellbeing Plan 2021–2025*, we're taking a whole-of-Council approach to create a place where people of all abilities feel welcome, included and supported to live healthy, connected lives.

In April 2025, we updated our *Disability Support Policy* to strengthen our commitment to equity and inclusion. It ensures people with disabilities can take part in all areas of community life on equal terms.

Our *Community for All Abilities* program helps make this a reality by supporting inclusive employment, building confidence in local organisations and providing tools and training for businesses, volunteers and carers. We're also raising awareness of Hidden Disabilities through the Sunflower symbol, with ongoing training for staff who interact with the public.

We proudly mark important dates like the *International Day of People with Disability*, and in 2025 we added *Neurodiversity Celebration Week*, *World Autism Awareness Day* and *National Brain Injury Awareness Week* to our Significant Wellbeing and Cultural dates calendar.

By working closely with our partners and the community, we're continuing to improve access, raise awareness and build a stronger, more inclusive community for everyone.

Domestic Animals Act 1994 — Domestic Animal Management Plan

Under the *Domestic Animals Act 1994*, we must prepare a *Domestic Animal Management Plan* every four years and evaluate its implementation in our Annual Report. We continued implementing our *Domestic Animal Management Plan (DAMP) 2022–2026* and as the *Plan* sunsets we will consult with the community on the next *Plan* during the following year. The *DAMP* provides a strategic framework that delivers an action plan over a four-year period. It outlines our approach to managing domestic animals in relation to registration of cats and dogs, the promotion of responsible pet ownership, address nuisance, identification of cats and dogs, cat overpopulation and euthanasia rates, aims to minimise the risk associated with dog attacks and

encourages effective management of declared dogs. We met or exceeded its targets in all but two of the nine performance indicators in 2024–25. The cat registration target was not met, however cat registration numbers have continued to remain stable over the past 12 months and are slightly below the target. We continued to remind pet owners via SMS if they had not renewed their pet registration. There has been a notable increase in the issuing of infringement notices. Those infringement notices are related to public safety offences, where the issuing of infringement notices was more appropriate than an official warning. These are generally related to dog attacks.

The table below provides an assessment of our success in implementing the *Plan*:

INDICATOR	TARGET (%)	2020–21 (%)	2021–22 (%)	2022–23 (%)	2023–24 (%)	2024–25 (%)	2024–25
Dog registration rate: (per cent, dogs registered/estimated dog population)	85	92	96	99	92	89	12,498/14,000
Cat registration rate: (per cent, cats registered/estimated cat population)	85	77	82	82	73	70	4,228/6,000
Enforcement success rate: (per cent, successful prosecutions/total prosecutions)	100	100	100	100	100	100	12/12
Dog return/reclaim rate: (per cent, total dogs reclaimed-returned/total dogs impounded) (includes adopted/sold dogs)	90	93	99	100	99	93	100/108
Cat reclaim/return rate: (per cent, total cats reclaimed/total cats impounded) (includes adopted/sold cats)	20	96	49	95	90	93	131/134
Domestic animal business compliance rates: (registered/compliant)	93	100	100	100	100	100	8/8
Dog desexing rate (per cent, dogs desexed/actual registered)	70	60	80	82	83	84	10,456 /12,498
Cat desexing rate (per cent, cats desexed/ actual registered)	80	76	97	98	97	99	4,189/4,228
Infringements versus official warnings rates (per cent, infringements/warnings)	<40	64	47	60	75	52	80/155

Food Act 1984 — ministerial directions

We did not receive any ministerial directions under the provisions of section 7e of the *Food Act 1984* during 2024–25.

Public Interests Disclosures Act 2012 — disclosure procedures

The [Public Interest Disclosures Act 2012 \(PID Act\)](#) (formerly the *Protected Disclosure Act 2012*) encourages and facilitates the disclosure of improper conduct and corruption by public officers, including our employees and Councillors. The Act provides protection for people who make disclosures and establishes a framework for investigation and corrective action.

In accordance with the *PID Act*, we adopted a *Public Interest Disclosures Policy* and associated procedures. These are available for download from our website or can be obtained in person from our Service Centre.

Our procedures outline how individuals can report improper conduct or detrimental action by Council, our staff or our Councillors. Disclosures may be made:

- > about Council or our staff: to our Public Interest Disclosures Coordinator or directly to the Independent Broad-based Anti-corruption Commission (IBAC), the Victorian Ombudsman, the Victorian Inspectorate or the Chief Commissioner of Police
- > about Councillors: directly to IBAC or the Victorian Ombudsman.

Disclosures can be made by Council officers, Councillors, employees, or members of the public.

Council is committed to the objectives of the *PID Act* and:

- > does not tolerate improper or corrupt conduct by employees, officers or Councillors
- > supports disclosures that expose corrupt conduct, serious mismanagement of public resources or significant risks to public health, safety or the environment
- > protects individuals who make disclosures from reprisals and ensures natural justice for those who are the subject of a disclosure.

No public interest disclosures were received in 2024–25.



Event in the Gallery with Councillors and Mayors from Glen Eira.

Planning and Environment Act 1987 — infrastructure and development contributions

A *Development Contribution Plan (DCP)* is used to facilitate the collection of payments towards necessary infrastructure, such as roads, drains and community facilities.

The *East Village Development Contributions Plan* (part of the *Glen Eira Planning Scheme*) will support the transition of land on the corner of East Boundary Road and North Road, Bentleigh East from the former industrial area into a bustling hub of innovative jobs, open space and diverse housing.

One of the intersection projects within the *Development Contributions Plan* (IN-04 Intersection of South Drive and East Boundary Road) was delivered in 2023–24 by the

developer. We will be working towards securing a works-in-kind agreement in the coming financial year with this developer to provide sufficient credit for the works under the *Development Contributions Plan*.

It is expected that this financial year will see further projects within the *Development Contributions Plan* being progressed, with applications being lodged for the intersection of North Drive and East Boundary Road. Construction is expected to commence on this in the following financial year.

A number of small subdivision applications have been processed in the northern precinct of East Village and development levies have been collected for these, identified in the table below. We will retain these funds until agreements are reached with third parties to reimburse works completed on *DCP* projects.

DCP name	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind) \$
<i>East Village Development Contributions Plan (2021)</i>	\$8,475	\$0	\$0	\$8,475
Total	\$8,475	\$0	\$0	\$8,475

Project ID	DCP name (Year approved)	DCP fund expended \$	Works-in-kind accepted \$	Council's contribution	Other contributions \$	Total project expenditure \$	Percentage of item delivered
IN-04	<i>East Village Development Contributions Plan (2021)</i>	\$0	To be determined	\$0	\$0	\$0	100%

Land, works, services or facilities delivered in 2024–25 from DCP levies collected

Road Management Act 2004 — ministerial direction

We did not receive any ministerial directions under the provisions of the *Road Management Act 2004* during 2024–25.

Contracts

During 2024–25, we awarded the following contracts that were valued above \$300,000, for which a competitive public tender was required to be undertaken in accordance with our *Procurement Policy*.

All contracts awarded during 2024–25 that were valued or above \$300,000, were awarded following a public tender process in accordance with our *Procurement Policy*.

CONTRACT DESCRIPTION	AWARDED TO	AWARD DATE
Royal Avenue/Woodville Avenue Intersection Treatment Works	Blue Peak Constructions	13/08/2024
Annual Contract for Asphalt Roads and Footpaths Maintenance	Panel of four suppliers	3/09/2024
Lord Reserve Oval 3 Reconstruction	Hendriksen Contractors Pty Ltd	3/09/2024
Provision of Waste Services and Circular Economy Services - Stage 1	Panel of three suppliers	4/09/2024
Powderham Road Reconstruction, Stage 3	V Crete Contractors Pty Ltd	2/10/2024
Employee and Management Assistance Program (EAP/MAP) and Consultancy Services	Converge International Pty Ltd	11/10/2024
Foch Street Stage 2 Drainage Works	Jaydo Construction Pty Ltd	3/12/2024
Wattle Avenue/Garden Avenue East West ROW Construction	Etheredge Minter Pty Ltd	10/12/2024
Packer Park Irrigation System Upgrade Works	Aqualines Irrigation Pty Ltd	19/12/2024
Mackie Road Reserve Pavilion Refurbishment - Detailed Design Services	James Millar Architects	23/12/2024
Packer Park Cycling Pavilion Construction	Simbuilt Pty Ltd	4/02/2025
Provision of Printing Services	Panel of four suppliers	5/02/2025

CONTRACT DESCRIPTION	AWARDED TO	AWARD DATE
Annual Contract for Civil Works	Panel of nine suppliers	25/02/2025
Lawrance Street Reconstruction	GP Bluestone	27/02/2025
Insurance Brokerage and Risk Management Services	JLT Risk Solutions PTY Ltd	26/03/2025
Murrumbeena Park Cricket Net Replacement	RMS Groundworks Pty Ltd	29/03/2025
Professional Services Panel	Panel of thirty-eight suppliers	11/04/2025
Council Chambers Audio Visual System Uplift	Converged Technology Pty Ltd	19/05/2025
Provision of Internal Audit Services	HLB Mann Judd (VIC) Pty Ltd	20/05/2025
Bentleigh Reserve Sporting Facility Upgrades	Global Turf Projects Pty Ltd	20/05/2025



Sod turn on the new netball training facility, cricket nets and lighting at Bentleigh Hodgson Reserve.

CONTACT US AND FEEDBACK

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42, Caulfield South, 3162

Phone: (03) 9524 3333

Fax: (03) 9523 0339

Email: mail@gleneira.vic.gov.au

Websites:

www.gleneira.vic.gov.au

library.gleneira.vic.gov.au

www.geleisure.com.au

If you are deaf, hearing-impaired, or speech-impaired we ask that you call us via the National Relay Service.

National Relay Service

Internet relay users [connect to NRS](#) then ask for **03 9524 3333**

Teletypewriter (TTY) on **133 677** and ask for **03 9524 3333**

Speak and Listen (speech-to-speech) users can call **1300 555 727** then ask for **03 9524 3333**

Feedback

We welcome your feedback about the *Annual Report 2024–25*. We regard feedback as an important way to improve our service.

You can provide your feedback (compliments or suggestions) by calling our Service Centre on **03 9524 3333**.

GLOSSARY

AAS — Australian Accounting Standards.

AASB — Australian Accounting Standards Board.

ABS — Australian Bureau of Statistics.

Activity centre — an area that includes the commercial heart and the nearby surrounding residential area. An activity centre provides a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major activity centres and larger metropolitan centres. Glen Eira's major activity centres are Elsternwick, Carnegie, Bentleigh, Glen Huntly, Moorabbin Junction, Caulfield Station Precinct and East Village in Bentleigh East. Our neighbourhood activity centres are Alma Village, Bentleigh East, Caulfield Park, Caulfield South, Gardenvale, Hughesdale, McKinnon, Murrumbeena, Ormond, Patterson and Ripponlea.

Advisory Committee — a committee that provides advice and recommendations for our decisions.

Advocacy — where we publicly voice our support for projects and policies to other levels of government.

Amendment — a planning scheme amendment may involve a change to a planning scheme map, a change to the written part of the scheme, or both.

ATO — Australian Taxation Office.

Auditor-General — independent parliamentary officer appointed by legislation to examine and report to the Victorian Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.

Asset — any item or resource that a council owns, controls or manages.

Biodiversity — short for biological diversity; is the variety of all living things and their interactions.

Capital works — any work undertaken to establish, renew, expand and upgrade our assets.

Carbon emissions — carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

Caulfield Racecourse Reserve — a 54-hectare parcel of Crown land in the centre of Caulfield Racecourse, East Caulfield. The Crown land is reserved for three purposes — a racecourse, public recreation and a public park.

CEO — Chief Executive Officer.

Charter of Human Rights and Responsibilities Act — the Charter contains 20 rights that reflect the four basic principles of freedom, respect, equality and dignity. The Charter introduces standards to ensure

human rights are considered when making laws and decisions, and when providing services.

CIV — Capital Improved Value. The market value of the property at the date of valuation, including the value of the land and all improvements built on the land.

Clayton Regional Landfill — a closed landfill and waste and recycling transfer station located at Ryans Road, Clayton South owned and jointly managed by five councils — Glen Eira, Boroondara, Stonnington, Whitehorse and Monash.

Community engagement — a planned process. It involves our work with individuals, communities, organisations and stakeholders to shape the decisions or actions in relation to a problem, opportunity or outcome. Good quality community engagement builds trust between us and our community.

Community grants — our funding to assist local not-for-profit community groups to implement projects and activities that meet identified community priorities and benefit Glen Eira residents.

Community Voice — an online consultation group made up of a representative sample of community members who agree to be consulted about key projects, issues and topics on a regular basis.

Continuous improvement — the process that ensures review and improvement practices are built into operational activities.

Corporate governance — our systems to ensure compliance with legislative and other obligations in the management of the municipality.

Council Plan — a document outlining our strategic direction for five years.

Councillors — our elected representatives.

Council asset — a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

CO₂ — carbon dioxide is a chemical compound with the chemical formula CO₂.

Customer satisfaction score — a score calculated in the *Local Government Community Satisfaction Survey* and represented as a score out of 100 (on a 0 to 100 scale). Points are tallied based on respondents' answers to a series of questions. Respondents can choose from a set range of responses i.e.: Very good; Good; Average; Poor; Very poor; and Can't say. In this instance 'Can't say' is discarded and weighted points are given to each response to tally an index score. The following index score levels display our performance: 75–100: We are performing very well in this service area. 60–75: We are performing well in this service area, but there is room for improvement.

50–60: We are performing satisfactorily in this service area but needs to improve. 40–50: We are performing poorly in this service area. 0–40: We are performing very poorly in this service area.

DAMP — our *Domestic Animal Management Plan* provides strategic direction for the management of animals within the City of Glen Eira.

Defined Benefit Plan — a type of superannuation plan where the benefits that a member will receive are defined in advance using a set formula. For the Vision Super Defined Benefit Plan, a member's retirement benefit is based on their years of membership of the fund multiplied by a benefit multiple, 143 multiplied by their final salary.

Deliberative community engagement — occurs when a group of people from the community consider relevant facts from multiple points of view, identify options and come to a group decision. It is one form of 'high influence' engagement. It is not an alternative to us performing our role as a statutory decision-making body.

EAGA — Eastern Alliance for Greenhouse Action.

Empathetic parking — accessible parking for those with disability, seniors and parents with prams.

Environmentally Sustainable Design (ESD) principles — aim to improve the health and comfort of buildings for occupants while at the

same time reducing negative impacts on the environment.

Expense — an outgoing payment that we make.

Fire Services Property Levy — the *Fire Services Property Levy Act 2012* (the Act) imposes a Fire Services Property Levy (levy) on all real property in Victoria, unless specifically exempt, to fund the Metropolitan Fire and Emergency Services Board (MFB) and the Country Fire Authority (CFA). The levy is collected by councils through rate notices or in the case of a non-rateable property, through a separate notice. The Act provides that the owner of the land is liable to pay the levy.

FOI — freedom of information.

GESAC — Glen Eira Sports and Aquatic Centre.

Glen Eira Leisure — a combined facility management structure incorporating Caulfield Recreation Centre, Carnegie Swim Centre and Glen Eira Sports and Aquatic Centre (GESAC).

Glen Eira News — our monthly newspaper, which provides residents with information about our activities. It is delivered to all residents within Glen Eira.

Glen Eira Planning Scheme — a legal document containing policies and provisions that control how people can use and develop land.

GST — goods and services tax.

Have Your Say — a resident engagement platform where we ask residents to contribute ideas, provide feedback and exchange views with others on key decisions and priorities in Glen Eira. Each project page contains key dates, questions, discussion, downloads, photos and relevant project information.

HESTA — a superannuation fund for our employees.

IAP2 — International Association of Public Participation.

IBAC — Independent Broad-based Anticorruption Commission. IBAC is Victoria's anti-corruption body with responsibility for identifying and preventing serious corrupt conduct across the whole public sector, including Members of Parliament, the judiciary and state and local governments.

Infrastructure — the basic facilities required for the functioning of the community, such as parks, roads and drainage and waste systems.

In-home support — a program of services provided when frailty, disability or illness prevent a person from undertaking the tasks of daily living for themselves. The program consists of domestic assistance, personal care, home maintenance/modifications, delivered meals, social support group activities and respite care services.

Integrated Planning and Reporting Framework (IPRF) — allows us and the community to have better visibility across the various elements of the strategic planning and reporting system. It ensures a greater understanding of how the things we do today, contribute to achieving our future *Community Vision*.

Jolabokaflod — translates to Christmas Book Flood — an Icelandic tradition of giving and receiving books during Christmas.

Kulin Nation — the Kulin Nation was an alliance of five Indigenous Australian nations in Central Victoria, before European settlement, that spoke related languages. The Eastern Kulin group includes four of these languages from the Woi Wurrung, Boonwurrung/Bunarong, Taungurong and Ngurai-illam Wurrung nations. The City of Glen Eira is located on the traditional lands of the Yaluk-ut Weelam clan of the Boonwurrung peoples.

LGBTIQA+ — lesbian, gay, bisexual, transgender, intersex, queer and asexual.

Local Government Performance Reporting Framework (LGPRF) — a mandatory system of performance reporting to ensure all councils are measuring and reporting on their performance in a consistent way. The Framework is made up of a number of reportable measures and a governance and management checklist of 24 items, which together build a comprehensive picture of a council's performance.

Local Law — the laws we adopt that prohibit, regulate and control activities, events, practices and behaviours within Glen Eira.

Long-Term Financial Plan — a plan covering long-term financial resources, which includes key financial indicators to support our *Council Plan*.

Maternal and Child Health (MCH) Key Ages and Stages consultations — a schedule of 10 Key Ages and Stages visits provided by our Maternal and Child Health nurses for families and children from birth to 3.5 years.

MEMPC — the Municipal Emergency Management Planning Committee is responsible for the *Municipal Emergency Management Plan*.

Moorleigh Community Village — a multipurpose facility in Bentleigh East that caters for a wide range of community activities.

Municipal Association of Victoria — the local government peak body for Victoria's 79 councils.

Municipal rates — a property tax based on property valuations, which we determine.

NAV — Net Annual Value — the assessed annual rental value used to determine the amount of rates property owners will pay.

Neighbourhood character — the collective term used to describe the physical components of the built environment, architectural style, street width and layout vegetation and fence height and style.

Open space — public open space in Glen Eira.

Open space contributions — public open space contributions are payments made to us when land is subdivided and additional lots are created.

Open Space Strategy — our approved strategy that will guide the future provision, design and management of public open space in Glen Eira until 2026.

Planning Scheme — legal documents prepared by a council or the Minister for Planning and approved by the Minister that determine the use, development and protection of land within that specific municipality.

Rate cap — an annual cap set by the Victorian Minister for Local Government, which controls general rate increases for all councils during that financial year.

Rate cap variation — councils have the option to seek a variation above the annual rate cap, through the Essential Services Commission (ESC).

Revenue — the amount of money we receive from our activities, mostly from rates and services provided to customers and ratepayers.

Risk management — the procedures we adopt to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.

Service Centre — our Customer Service Centre that handles requests, enquiries and payments from the general public.

Social media — the means of interactions among people in which they create, share and/or exchange information and ideas in virtual communities and networks.

Social Support Services — our program that provides frail older people and people with disabilities with opportunities for friendship and social activities in a supportive environment.

Strategic indicator — measurable elements used to assess progress toward achieving the strategic objectives outlined in our long-term plans.

Structure Plan — sets out the preferred land use, infrastructure and urban design in a specific activity centre or precinct location. It provides certainty for all stakeholders (government, community, businesses and the development industry) about what change is expected to occur and aims to ensure that the location develops as a great place to live, work and visit.

VECO — we're proud to be one of 51 Victorian councils to join together and form VECO, the Victorian Energy Collaboration. VECO is the largest emissions reduction project ever undertaken by the local government sector in Australia.

Webinar — a live online educational presentation during which participating viewers can submit questions and comments.



APPENDIX A

FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT FOR
THE YEAR ENDED 30 JUNE 2025

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FINANCIAL REPORT

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FINANCIAL REPORT

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In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, Australian Accounting Standards and other mandatory professional reporting requirements.



John Vastianos (B.Com., GradCertMgt., FCPA, GAICD)

Principal Accounting Officer

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Financial Statements of the Glen Eira City Council for the year ended 30 June 2025 presents fairly the financial transactions of Council, and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the Financial Statements to be misleading or inaccurate.

We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the Financial Statements in their final form.



Simone Zmood

Mayor

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Luca Ragni

Deputy Mayor

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Lucy Roffey

Chief Executive Officer

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the financial report of Glen Eira City Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
16 September 2025


Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
for the year ended 30 June 2025

Page 4

	Notes	2025 \$ '000	2024 \$ '000
Income / revenue			
Rates and charges	3.1	142,417	136,776
Statutory fees and fines	3.2	11,770	9,250
User fees	3.3	28,978	26,762
Grants — operating	3.4	25,745	19,186
Grants — capital	3.4	11,223	9,368
Other income	3.5	6,525	4,980
Contributions — monetary	3.6	6,800	4,938
Share of net surplus of joint operations	6.1	1,787	55
Total income / revenue		235,245	211,315
Expenses			
Employee costs	4.1	92,659	88,226
Materials and services	4.2	80,386	75,340
Depreciation	4.3	29,597	26,403
Amortisation — intangible assets	4.4	350	1,145
Depreciation — right of use assets	4.5	628	792
Net loss on sale / disposal of property, infrastructure, plant and equipment	4.6	92	3,749
Borrowing costs	4.7	2,472	1,411
Finance costs — leases	4.8	141	59
Other expenses	4.9	7,436	5,561
Total expenses		213,761	202,686
Surplus for the year		21,484	8,629
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation surplus / (loss)	9.1 (a)	176,915	(120,452)
Total other comprehensive income		176,915	(120,452)
Total comprehensive result		198,399	(111,823)

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet
as at 30 June 2025

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	Notes	2025 \$ '000	2024 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	77,437	58,627
Trade and other receivables	5.1 (c)	22,648	22,083
Prepayments		2,764	2,595
Other assets	5.2 (a)	2,950	3,468
Total current assets		105,799	86,773
Non-current assets			
Other financial assets	5.1 (b)	5	5
Investments in joint operations	6.1 (a)	327	282
Property, infrastructure, plant and equipment	6.2	2,885,292	2,703,210
Right-of-use assets	5.8	1,215	1,776
Intangible assets	5.2 (b)	589	907
Total non-current assets		2,887,429	2,706,181
Total assets		2,993,228	2,792,954
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	(18,041)	(13,626)
Trust funds and deposits	5.3 (b)	(25,218)	(23,892)
Contract and other liabilities	5.3 (c)	(4,988)	(3,931)
Provisions	5.5	(13,782)	(14,780)
Interest-bearing liabilities	5.4	(2,155)	(2,066)
Lease liabilities	5.8	(706)	(693)
Total current liabilities		(64,890)	(58,989)
Non-current liabilities			
Provisions	5.5	(1,479)	(1,173)
Interest-bearing liabilities	5.4	(57,716)	(59,771)
Lease liabilities	5.8	(839)	(1,373)
Investments in joint operations	6.1 (b)	(3,010)	(4,753)
Total non-current liabilities		(63,044)	(67,070)
Total liabilities		(127,934)	(126,059)
Net assets		2,865,295	2,666,896
Equity			
Accumulated surplus		1,024,177	1,008,492
Reserves	9.1	1,841,118	1,658,404
Total equity		2,865,295	2,666,896

The above Balance Sheet should be read in conjunction with the accompanying notes.

2025	Notes	Total	Accumulated surplus	Other Reserves	Asset Revaluation Reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,666,895	1,008,492	22,348	1,636,056
Surplus for the year		21,484	21,484	-	-
Net asset revaluation gain / (loss)	9.1(a)	176,915	-	-	176,915
Transfers to Public Open Space Reserve	9.1(b)	-	(6,800)	6,800	-
Transfers from Public Open Space Reserve	9.1(b)	-	1,001	(1,001)	-
Transfer to Strategic Asset Development Reserve	9.1(b)	-	-	-	-
Balance at the end of the financial year		2,865,295	1,024,177	28,147	1,812,971

2024	Notes	Total	Accumulated surplus	Other Reserves	Asset Revaluation Reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,778,719	1,003,252	18,959	1,756,508
Surplus for the year		8,629	8,629	-	-
Net asset revaluation gain / (loss)	9.1(a)	(120,452)	-	-	(120,452)
Transfers to Public Open Space Reserve	9.1(b)	-	(4,937)	4,937	-
Transfers from Public Open Space Reserve	9.1(b)	-	2,808	(2,808)	-
Transfer to Strategic Asset Development Reserve	9.1(b)	-	(1,260)	1,260	-
Balance at the end of the financial year		2,666,896	1,008,492	22,348	1,636,056

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

	Notes	2025 inflows/ (outflows) \$ '000	2024 inflows/ (outflows) \$ '000
Cash flows from operating activities			
Rates and charges		141,814	136,556
Statutory fees and fines		11,770	9,249
User fees		30,034	27,919
Other receipts		2,796	2,279
Grants — operating		25,630	19,184
Grants — capital		12,779	9,143
Contributions — monetary		6,800	4,937
Interest received		3,349	2,443
Trust funds and deposits taken		4,576	7,126
Net GST refund		9,647	12,479
Employee costs		(93,317)	(89,651)
Materials and services		(88,636)	(91,903)
Short-term, low value and variable lease payments	5.8	(12)	(4)
Trust funds and deposits repaid		(3,251)	(4,322)
Other payments		(5,889)	(4,688)
Net cash provided by operating activities	9.2	58,090	40,747
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(34,587)	(74,516)
Proceeds from sale of property, infrastructure, plant and equipment		474	1,601
Net cash used in investing activities		(34,113)	(72,915)
Cash flows from financing activities			
Proceeds from borrowings		-	33,700
Finance costs		(2,472)	(1,411)
Repayment of borrowings		(1,966)	(1,917)
Interest paid — lease liability		(141)	(59)
Repayment of lease liabilities		(588)	(849)
Net cash provided by / (used in) financing activities		(5,167)	29,464
Net increase / (decrease) in cash and cash equivalents		18,810	(2,704)
Cash and cash equivalents at the beginning of the financial year		58,627	61,331
Cash and cash equivalents at the end of the financial year		77,437	58,627
Financing arrangements	5.6		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works
for the year ended 30 June 2025

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	2025 \$ '000	2024 \$ '000
Property		
Land	1,504	4,152
Buildings *	17,289	39,954
Total property	18,793	44,107
Plant and equipment		
Plant, machinery and equipment	1,352	2,262
Computers and telecommunications	929	885
Library books, materials and equipment	478	505
Other plant and equipment	14	316
Total plant and equipment	2,774	3,968
Infrastructure		
Roads	5,567	7,493
Footpaths	2,685	2,569
Drainage	1,121	2,257
Open space and recreation	3,501	2,671
Car parks	470	132
Streetscape works	447	200
Total infrastructure	13,791	15,322
Total capital works expenditure	35,358	63,396
Represented by:		
Asset renewal expenditure	18,448	33,529
Asset upgrade expenditure	11,618	23,188
Asset expansion expenditure	-	89
New asset expenditure	5,293	6,590
Total capital works expenditure	35,358	63,396

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

The total capital works figures presented above encompass expenditure on both new capital works projects and carry-forward projects from the 2023–24 financial year.

* Includes costs relating to the Carnegie Memorial Swimming Pool redevelopment — \$15m (2024–25) and \$38m (2023–24).

Note 1 Overview

Introduction

Glen Eira City Council was established by an Order of the Governor in Council on 15 December 1994 and is a Body Corporate. Council's main office is located at the corner Glen Eira and Hawthorn Roads, Caulfield, Victoria.

Statement of compliance

These Financial Statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these Financial Statements. The general purpose financial report complies with Australian Accounting Standards (AASs), other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

(a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these Financial Statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the Financial Statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of employee provisions (refer to note 5.5);
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3);
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8); and
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Note 2 Analysis of our results

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its *Annual Budget*, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has generally adopted a materiality threshold of the higher of 10 per cent of the variance and \$1m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The *2024–25 Budget* figures detailed below are those adopted by Council at the Council Meeting on 25 June 2024. The *Budget* was based on assumptions that were relevant at the time of adoption of the *Budget*. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The *Budget* did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / revenue and expenditure	Budget 2025 \$ '000	Actuals 2025 \$ '000	Variance \$ '000	Variance %	Ref
Income / revenue					
Rates and charges	141,950	142,417	467	0%	
Statutory fees and fines	9,942	11,770	1,828	18%	(a)
User fees	27,162	28,978	1,816	7%	(b)
Grants — operating	19,943	25,745	5,802	29%	(c)
Grants — capital	8,918	11,223	2,305	26%	(d)
Other income	3,236	6,525	3,289	102%	(e)
Contributions — monetary	5,000	6,800	1,800	36%	(f)
Share of net surplus of joint operations	-	1,787	1,787	100%	(g)
Total income / revenue	216,151	235,245	19,094	9%	
Expenses					
Employee costs	93,618	92,659	959	1%	
Materials and services	74,854	80,386	(5,532)	(7%)	(h)
Depreciation	27,187	29,597	(2,410)	(9%)	(i)
Amortisation — intangible assets	1,162	350	812	70%	(i)
Depreciation — right of use assets	494	628	(134)	(27%)	(i)
Net loss on sale / disposal of property, infrastructure, plant and equipment	1,209	92	1,117	92%	(j)
Borrowing costs	2,343	2,472	(129)	(6%)	
Finance costs — leases	75	141	(66)	(89%)	
Other expenses	6,920	7,436	(516)	(7%)	
Total expenses	207,861	213,761	(5,900)	(3%)	
Surplus for the year	8,290	21,484	13,194	159%	

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(a) Statutory fees	Statutory fees primarily include charges and fines levied under legislation, such as animal registrations, health act registrations, and parking fines. These fees can fluctuate based on enforcement activity and regulatory changes. In 2024–25, statutory fee income was \$1.83m above budget, reflecting increased parking enforcement that helped recover infringement shortfalls from previous years.
(b) User Fees	Primarily relate to recovering the cost of delivering Council services through fees paid by service users. These include charges for leisure services, aged and health care services, and the hire of Council facilities. In 2024–25, income from user fees exceeded expectations by \$1.8m, driven by: — stronger than anticipated growth in health and fitness memberships at Glen Eira Leisure (\$781k); and — an increase in temporary permits due to major developments in Caulfield East requiring extended road occupation and closures (\$780k).
(c) Grants — operating	Operating grants, received from State and Federal sources, support the delivery of Council services to ratepayers and may be recurrent or non-recurrent. In 2024–25, operating grants were \$5.8m above budget, primarily due to: — the Financial Assistance Grant funding received in advance — 50 per cent of the 2025–26 allocation was paid in June 2025 (\$2.58m); and — better than budget Aged Care and Independent Living grants which vary based on occupancy and resident acuity levels (\$2.57m).
(d) Grants — capital	Includes monies sourced from State, Federal, and community bodies, support the delivery of Council's <i>Capital Works Program</i>. In 2024–25, capital grants were \$2.3m above budget, largely due to: — the unbudgeted funding from the <i>Level Crossing Removal Project</i> (LXRP) for the Queens Avenue Cycling Project (\$1.4m); and — the delayed receipt from the <i>Local Roads and Community Infrastructure Program</i> (\$567k).
(e) Other income	Other income refers to revenue not classified under rates, grants, user fees, or statutory charges, and includes sources such as investment interest, reimbursements, and miscellaneous revenue. In 2024–25, other income was \$3.3m above budget driven by: — higher than expected investment interest earnings (\$1.75m); and — income from recyclable collections via the <i>Victoria Container Deposit Scheme</i> (\$496k).
(f) Contributions — monetary	This relates to open space contributions levied on multi-unit property developments. These funds are allocated to a protected reserve and designated for future land acquisitions and open space development projects. Contribution levels can vary significantly. In 2024–25, open space contributions exceeded budget expectations by \$1.8m. For further details, refer to Note 9.1(b).

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(g) Share of net surplus of joint operations	The Joint Venture ceased to operate as a commercial landfill at the end of January 2016, and as such it is no longer able to generate income from ongoing operations to continue to meet obligations under its licence agreement with the <i>Environmental Protection Authority</i> for a period of 30 years following closure. As the Clayton Landfill Site is not included in Council's 2024-25 adopted budget, the variance of \$1.8m reflects the annual result of the Joint Venture accounts, which can vary year to year. The variance as at 30 June represents significant adjustments to the provision for rehabilitation works. The remediation is expected to be completed by 2050. For further details refer to Note 6.1.
(h) Materials and services	Includes contractor costs relating to the provision of Council services by external providers. Costs associated with materials and services includes: banking facilities; street cleaning; parking services; cleaning; audit; agency staff; publications; telecommunications; waste management; building maintenance; traffic management and engineering services. Materials and services were higher than budget by \$5.5m, mainly due to: — expenditure for agency staff at Warrawee Nursing Home to meet staffing compliance (\$1.5m); — transfer costs for home and community care services to Bayside City Council (\$1.3m); — increased parks services and specialist contract services (\$1.16m); and — capital projects reclassified as operating expenditure (\$1.06m).
(i) Depreciation and amortisation	Depreciation and amortisation are accounting measures which allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase in depreciation and amortisation of \$1.7m is due to the impact of asset revaluations and upgrades.
(j) Net loss on sale / disposal of property, infrastructure, plant and equipment	This reflects the write-off of assets such as buildings and infrastructure, including road surfaces, footpaths, and drains. These disposals are difficult to forecast at the time of adopting the budget, and the total write-off for 2024–25 was \$1.12m under budget.

Note 2.1 Performance against budget (continued)

2.1.2 Capital works	Budget 2025 \$ '000	Actuals 2025 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Land	-	1,504	(1,504)	100%	(k)
Buildings	16,343	15,722	621	4%	
Total property	16,343	17,226	(883)	(5%)	
Plant and equipment					
Plant, machinery and equipment	1,399	731	668	48%	
Computers and telecommunications	1,385	809	576	42%	
Library books, materials and equipment	966	478	488	50%	
Other plant and equipment	250	14	236	94%	
Total plant and equipment	4,000	2,032	1,967	49%	(l)
Infrastructure					
Roads	6,381	4,729	1,652	26%	(m)
Footpaths	2,113	2,682	(569)	(27%)	
Drainage	1,255	1,121	134	11%	
Open space	4,717	3,135	1,582	34%	(n)
Car parks	120	48	72	60%	
Streetscape works	190	52	138	73%	
Total infrastructure	14,776	11,768	3,008	20%	
Total new capital works expenditure	35,119	31,026	4,093	12%	
Carried forward projects from previous year	6,000	4,332	1,668	28%	(o)
Total capital works expenditure (including carry forwards)	41,119	35,358	5,761	14%	
Represented by:					
Asset renewal expenditure	18,170	18,448	(278)	(2%)	
Asset upgrade expenditure	15,566	11,618	3,949	25%	
Asset expansion expenditure	646	-	646	100%	
New asset expenditure	6,737	5,293	1,444	21%	
Total capital works expenditure	41,119	35,358	5,761	14%	

Note 2.1 Performance against budget (continued)

Explanation of material variations — statement of capital works

Variance reference	Explanation
(k) Land	Land purchases refer to Council acquisitions of property parcels to support community needs, such as open space, recreation, or strategic development. In 2024–25, Council acquired a parcel of land on Mimosa Road, Carnegie, in line with its <i>Open Space Strategy</i>. The acquisition will enhance opportunities for active and passive recreation and was funded through open space contributions. Land expenditure was \$1.5m above budget due to purchasing opportunities that arose during the financial year.
(l) Plant and equipment	Plant and equipment refers to tangible, long-term assets—such as vehicles, machinery, furniture, IT hardware, and library collections—used by Council to deliver services and support operations. This category is currently under budget by \$1.97m, due to the following factors: — project expenditure in Information Technology has been deferred to 2025–26, resulting in a variance of (\$550k). — procurement delays in Fleet prevented completion of planned purchases, with a portion of the budget to be carried forward. — a transition to subscription-based services for Library Collections has led to materials being reclassified as operating expenditure in 2024–25, contributing a variance of (\$490k).
(m) Roads	Road expenditure covers Council's investment in resurfacing, kerb and channel works, road reconstruction, and safety improvements across the municipality. In 2024–25 roads expenditure was \$1.6m below budget. This is due to both savings in completed projects and works that were delayed due to ongoing supply chain challenges, including contractor availability and material shortages. Funds will be carried forward to complete these projects in the 2025–26 financial year.
(n) Open space	Open space includes implementation of the <i>Open Space Strategy</i>, as well as upgrades to parks, playing surfaces, and playground equipment. In 2024–25, several projects were either completed under budget or carried forward to 2025–26, including: — Bentleigh Reserve – Western Masterplan Multi-Purpose Facility (\$460k). This project has received \$500k of grant funding; — Velodrome Resurfacing at Packer Park (\$330k); and — Caulfield Park seating walls (\$135k). As a result, open space expenditure was \$1.5m below budget.
(o) Carried forward projects from previous year	Carried forward projects relate to projects that were either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. When Council adopted the 2024–25 Budget, it projected a \$6m carry forward, but this was revised downward due to early invoice payments in 2023–24, resulting in a reduced carry forward for 2024–25. As at 30 June 2025, Council spent \$4.3m on projects carried forward from the 2023–24 financial year. These included: buildings (\$1.56m), plant and equipment (\$741k), roads, footpaths, carparks and streetscapes (\$1.65m) and open space (\$366k).

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 City Management — encompasses oversight of the Chief Executive Office and key corporate services, including people and culture, financial operations, payroll, procurement and contract management, fleet services, as well as rates and property valuations.

Community Wellbeing — is comprised of community and economic development, family and children's services, youth services, libraries and learning centres, arts and cultural services, and aged care and independent living.

Customer and Corporate Affairs — covers councillor support, customer service, public affairs, engagement, reporting, advocacy, transformation, planning, enterprise project management, IT and digital, risk and governance.

Planning and Place — oversees development assessments and compliance, environmental health, local laws, planning policy and strategy, strategic property management, and road safety enforcement.

Sustainability, Assets and Leisure — responsible for a range of services to support the Glen Eira community by constructing new infrastructure and maintaining existing community assets. These services include climate and sustainability, Glen Eira Leisure, capital works engineering, buildings maintenance, works depot and parks services.

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

2025	Income / revenue	Expenses	Surplus / (deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management	139,271	45,960	93,311	18,619	109,687
Community Wellbeing	21,016	43,154	(22,138)	17,313	273,456
Customer and Corporate Affairs	2,113	26,876	(24,763)	-	3,906
Planning and Place	24,022	20,013	4,009	837	6,987
Sustainability, Assets and Leisure	48,823	77,758	(28,935)	199	2,599,192
Total	235,245	213,761	21,484	36,968	2,993,228

2024	Income / revenue	Expenses	Surplus / (deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management	123,344	47,837	75,507	9,257	91,406
Community Wellbeing	22,790	42,985	(20,195)	17,954	252,830
Customer and Corporate Affairs	1,929	22,487	(20,558)	306	3,997
Planning and Place	18,647	18,971	(324)	854	6,877
Sustainability, Assets and Leisure	44,605	70,406	(25,801)	183	2,437,844
Total	211,315	202,686	8,629	28,554	2,792,954

2025
\$ '000

2024
\$ '000

Note 3 Funding for the delivery of our services

3.1 Rates and charges

The rate cap for 2024-25 was set at 2.75 per cent and was applied to the average rate per assessment of all rateable properties in the municipality. The rate cap does not apply to service rates and charges or the *Fire Services Property Levy*.

Council uses Net Annual Value (NAV) as the basis of rating of all properties within the municipal district. For residential properties, NAV is fixed at five per cent of the Capital Improved Value (CIV). For all other properties, the NAV is the current value of a property's net annual rent i.e. gross annual rental less all outgoings — such as land tax, building insurance and maintenance costs, (but excluding Council rates) and is a minimum of five per cent.

The valuation base used to calculate general rates for 2024–25 was \$4,189m (2023–24: \$4,004m). The 2024–25 rate in the dollar was 2.7113 cents (2023–24: 2.7217 cents).

Municipal rates	113,325	108,704
Service rates and charges	27,260	25,951
Supplementary rates and adjustments	987	1,275
Interest on rates and charges	845	846
Total rates and charges	142,417	136,776

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Parking infringements	8,969	6,771
Building and planning	1,375	1,459
Environmental health registrations	600	425
Property information	277	265
Voting infringements *	229	50
Land information certificates	215	198
Other statutory fees and fines	105	82
Total statutory fees and fines	11,770	9,250

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

* Voting infringement income reflects penalties issued to individuals who failed to vote in the 2024 Local Government election, in accordance with Victorian electoral law and the *Local Government Act 2020*.

	2025	2024
	\$ '000	\$ '000

Note 3 Funding for the delivery of our services (continued)

3.3 User fees

Glen Eira Leisure *	18,922	16,557
Animal registrations and local laws	3,023	2,179
Aged and health	2,180	1,950
Building and planning	1,272	1,139
Facilities hire	1,044	815
Other user fees and charges	686	1,262
Parking meters	547	530
Road openings and reinstatements	416	295
Community care **	374	908
Waste and sustainability	285	165
Family and early learning centres	229	962
Total user fees	28,978	26,762

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

* The Carnegie Memorial Swimming Pool reopened on 8 January 2025 following a full redevelopment of the original 1960s facility. The project delivered a modern aquatic and leisure centre featuring indoor and outdoor pools, exercise rooms, and enhanced accessibility. The redevelopment of the pool has contributed to an increase in fees during 2024–25.

** In August 2024, Glen Eira City Council approved a transition for Bayside City Council to deliver in-home and social support services, following consultation with clients, carers, staff, and the community. This change was prompted by national aged care policy reforms and commenced on 11 November 2024. Under the new arrangement, Bayside City Council now manages service delivery, while Glen Eira retains responsibility for funding agreements under the Commonwealth. The transition has resulted in a reduction in user fees during 2024–25.

	2025	2024
	\$ '000	\$ '000

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	24,712	17,826
State funded grants	12,256	10,728
Total grants received	36,968	28,554

(a) Operating grants

Recurrent — Commonwealth Government

Aged care	8,065	7,009
Family and early learning centres	249	1,079
Family day care	374	509
Financial assistance grants — general purpose *	6,143	169
Financial assistance grants — local roads *	1,264	36

Recurrent — State Government

Community care and development	5,036	5,785
Immunisation	91	104
Libraries and learning centres	1,039	1,039
Maternal and child health	1,561	1,519
Other recurrent operating grants	239	236
School crossing supervisors	556	548
Senior citizens	59	11
Social support	799	792

Total recurrent operating grants	25,475	18,836
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* During the 2024-25 financial year, the Commonwealth Government announced prepayments of Council's Financial assistance grants funding for 2025–26. The amount of \$2.56m (50 per cent of the grant) was received in June 2025.

Non-Recurrent — State Government

COVID Relief Program	-	60
Pathway to Cladding Remediation Partnership Program	270	290

Total non-recurrent operating grants	270	350
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Total operating grants	25,745	19,186
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	2025 \$ '000	2024 \$ '000
3.4 Funding from other levels of government (continued)		
(b) Capital grants		
<i>Recurrent — Commonwealth Government</i>		
<i>Roads to Recovery Program</i>	551	847
Total recurrent capital grants	551	847
<i>Non-recurrent — Commonwealth Government</i>		
<i>Carnegie Memorial Swimming Pool redevelopment</i>	7,500	7,500
<i>Local Roads and Community Infrastructure Program</i>	567	678
<i>Non-recurrent — State Government</i>		
<i>Bailey Reserve Community Outdoor Fitness Facility</i>	-	9
<i>Black Spot Program</i>	113	-
<i>Digital Planning Reform Program</i>	-	300
<i>Koornang Park Lighting Upgrade</i>	225	-
<i>Level Crossing Removal Project</i>	1,607	-
<i>Lord Reserve Lighting Upgrade</i>	228	-
<i>Murrumbeena Park Lighting Upgrade</i>	313	-
<i>TAC Local Government Grant Program</i>	109	25
<i>Tobacco inspection</i>	10	9
Total non-recurrent capital grants	10,672	8,521
Total capital grants	11,223	9,368

2025
\$ '000

2024
\$ '000

3.4 Funding from other levels of government (continued)

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	7,407	205
Specific purpose grants to acquire non-financial assets	11,223	9,368
Other specific purpose grants	18,338	18,981
	36,968	28,554

(d) Unspent grants received on condition that they be spent in a specific manner

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

Operating

Balance at start of year	-	4,572
Received during the financial year and remained unspent at balance date	2,560	-
Received in prior years and spent during the financial year	-	(4,572)
Balance at year end	2,560	-

Unspent grants are determined and disclosed on a cash basis.

3.5 Other income

Interest	3,349	2,443
Rentals and leases	1,431	1,278
Other income	983	658
Recyclables processing	496	300
Licences and permits *	266	301
Total other income	6,525	4,980

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

* Council entered in to a licence agreement with the State of Victoria through the *Level Crossing Removal Project* (LXRP) to maintain the section of Linear Park within the municipal boundary. Funding has been provided to Council for the maintenance and upkeep of the non-rail infrastructure by the third parties. Refer to note 5.3(c).

3.6 Contributions — monetary

Public open space	6,800	4,938
Total contributions — monetary	6,800	4,938

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

Public open space fees received during the year are transferred to other reserves pursuant to section 18 of the *Subdivision Act 1988* (public open space reserve). Refer to note 9.1(b).

	Notes	2025 \$ '000	2024 \$ '000
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Note 4 The cost of delivering services

4.1 Employee costs

Wages and salaries		73,011	69,345
Superannuation (refer to note 4.1(a))		8,631	8,191
Annual leave		6,120	6,039
Long service leave		1,916	2,144
WorkCover		1,982	1,534
Other employee costs		999	973
Total employee costs		92,659	88,226

(a) Superannuation

Council made contributions to the following funds:

Defined benefit plans

Employer contributions to Local Authorities Superannuation Fund (Vision Super)		170	175
		170	175

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)		4,245	4,207
Employer contributions to HESTA		752	781
Employer contributions to other funds		3,464	3,028
		8,461	8,016

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)		603	563
		603	563

Summary:

Employer contributions paid at reporting date		8,631	8,191
Employer contributions payable at reporting date		603	563

Refer to note 9.3 for further information relating to Council's superannuation obligations.

	2025 \$ '000	2024 \$ '000
4.2 Materials and services		
Waste management contract services	22,551	22,144
Corporate contract services	10,443	9,541
Maintenance	8,720	7,695
Parks and grounds maintenance	5,681	5,701
Community Wellbeing contract services *	5,253	1,857
Utilities	5,125	4,485
Materials and consumables	4,777	5,728
Agency staff contracted services	4,556	5,043
Other contract services	2,864	3,527
Traffic and parking contract services	2,752	3,054
Insurance	2,070	2,215
Community grants and subsidies	1,384	1,332
Elections **	1,313	57
Training and development	1,102	1,105
Roads and engineering contract services	807	928
Building and urban planning contract services	497	479
Library collections — eBooks and subscriptions	491	449
Total materials and services	80,386	75,340

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

* Bayside City Council commenced delivery of in-home and social support services from 11 November 2024. Under this arrangement, Bayside manages service delivery, while Glen Eira retains responsibility for funding agreements under the Commonwealth (refer to Note 3.3). The increase reflects the new subcontracting agreement and transitional support payments.

** Council elections were conducted on 26 October 2024 and new Councillors were sworn in on 18 November 2024.

4.3 Depreciation

Infrastructure	18,513	16,601
Plant and equipment	3,130	3,439
Property	7,954	6,363
Total depreciation	29,597	26,403

Refer to note 5.2(b), 5.8 and 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

	2025 \$ '000	2024 \$ '000
4.4 Amortisation — intangible assets		
Software	350	1,145
Total amortisation — intangible assets	350	1,145
4.5 Depreciation — right of use assets		
Property	495	599
Equipment	133	193
Total Depreciation — right of use assets	628	792
4.6 Net loss on sale / disposal of property, infrastructure, plant and equipment		
Proceeds of sale	478	1,818
Written down value of assets disposed (refer to notes 5.2(b) and 6.2)	(373)	(4,375)
Disposal costs for laneway sales	(10)	(78)
Capital works projects transferred to operating	(187)	(1,114)
Total net loss on sale / disposal of property, infrastructure, plant and equipment	(92)	(3,749)
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
4.7 Borrowing costs		
Interest — borrowings	2,472	1,411
Total borrowing costs	2,472	1,411
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.8 Finance costs — leases		
Interest — lease liabilities	141	59
Total finance costs	141	59

	2025 \$ '000	2024 \$ '000
4.9 Other expenses		
Bad and doubtful debts	1,713	996
Other expenses	953	632
Court lodgement fees	859	617
Advertising	548	222
Memberships and subscriptions	487	441
Councillor allowances	458	486
Program costs	395	492
Environmental initiatives	366	231
Residential aged care expenses	349	290
Licences and registrations	297	254
Leasing	230	232
VicRoads extracts	219	165
Document storage	139	126
Emergency planning costs	109	118
Auditors remuneration		
Internal auditors	171	127
External auditors (VAGO) — audit of the Financial Statements, Performance Statement and grant acquittals	100	94
Independent Members — Audit and Risk Committee	34	30
Other audit costs	9	8
Total other expenses	7,436	5,561

2025	2024
\$ '000	\$ '000

Note 5 Investing in and financing our operations

5.1 Financial Assets

(a) Cash and cash equivalents

Current

Cash on hand	19	14
Cash at bank	77,418	58,613

Total cash and cash equivalents	77,437	58,627
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Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(b) Other financial assets

Non-current

Procurement Australasia Ltd shareholding — at cost *	5	5
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Total other financial assets	5	5
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* 5,020 shares were issued on 17 May 1995. These shares are held with Procurement Australasia Ltd.

Total cash and cash equivalents and other financial assets	77,442	58,632
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Other financial assets are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

	2025	2024
	\$ '000	\$ '000

Note 5 Our financial position (continued)

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	14,487	14,139
Parking infringement debtors — Council	2,254	1,704
Parking infringement debtors — Fines Victoria	13,741	12,152
Allowance for expected credit loss — infringements	(12,592)	(11,107)
Net GST Receivable	1,539	1,916
Fire Services Property Levy	1,783	1,527

Non-statutory receivables

Other trade receivables *	1,501	1,767
Allowance for expected credit loss — other trade receivables	(65)	(15)

Total trade and other receivables	22,648	22,083
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Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses.

* Other trade receivables are amounts due to Council for the provision of other services such as residential aged care, home care, leisure and recreational facilities.

(d) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's other trade receivables (excluding statutory receivables) was:

Current (not yet overdue)	921	1,280
Past due by up to 30 days	291	338
Past due between 31 and 180 days	289	149
Total trade and other receivables	1,501	1,767

Movements in provisions for doubtful debts

Balance at the beginning of the year	(11,122)	(10,253)
Increase in provisions recognised during the year	(1,535)	(869)
Balance at end of year	(12,657)	(11,122)

2025
\$'000

2024
\$'000

Note 5 Our financial position (continued)

5.2 Non-financial assets

(a) Other assets

Current

Accrued income	-	518
Property deposits *	2,950	2,950
Total other assets	2,950	3,468

* Property deposits are associated with the acquisition of land parcels in accordance with Council's *Open Space Strategy*. These deposits will be recognised in the Capital Works Statement once settlement has been finalised.

The amount of \$2.95m relates to the deposit to purchase the Elsternwick Club at 19 Sandham Street, Elsternwick. The plan will be to retain the heritage building and redevelop the rest of the site into public open space. The sale involves a three-year settlement period (2026-27), giving Council the opportunity to work with the community on options for the design.

5.2 (b) Intangible assets

Computer software and licences — at cost	9,248	10,309
Accumulated amortisation	(8,659)	(9,402)
Total intangible assets	589	907

Movements for the year

Computer software and licences — as at 1 July 2024	907	1,725
Additions	73	327
Disposals	(41)	-
Amortisation expense	(350)	(1,145)
Net book value at 30 June 2025	589	907

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Refer note 6.2 table for amortisation period and threshold limit.

2025
\$'000

2024
\$'000

5.3 Payables, trust funds and deposits and contract and other liabilities

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	8,830	7,298
Accrued expenses	9,211	6,328
Total current trade and other payables	18,041	13,626

Payables have increased due to higher volumes of operating and capital invoices received as at 30 June.

(b) Trust funds and deposits

Current

Residential aged care bonds and deposits	3,254	3,776
Refundable deposits	6,915	6,860
Fire Services Property Levy	2,034	1,929
	12,203	12,565

Current — expected to be refundable after 12 months

Residential aged care bonds and deposits	13,015	11,327
	13,015	11,327

Total current trust funds and deposits	25,218	23,892
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Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of the forfeit.

Purpose and nature of items:

Residential aged care bonds and deposits — relate to resident accommodation bonds and deposits for Council's nursing home at Warrawee. These amounts are to be refunded (less retention income) when residents leave the facility. Council forecasts that 20 per cent (2023–24: 25 per cent) of residential aged care bonds and deposits will fall due within 12 months after the end of the period.

Refundable deposits — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Services Property Levy — Council is the collection agent for the fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

	2025 \$'000	2024 \$'000
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5.3 Payables, trust funds and deposits and contract and other liabilities (continued)

(c) Contract and other liabilities

Current

Grants received in advance — operating	-	115
Grants received in advance — capital *	1,871	315
Revenue received in advance **	3,117	3,501
Total contract and other liabilities	4,988	3,931

Contract liabilities reflect consideration received in advance from customers in respect of the below. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

* Capital grants include:

— Mackie Road Reserve Dog Park (\$60k). Funding received for the delivery and construction of an off-leash dog park at 58-60 Mackie Road, Bentleigh East.

— Bentleigh Reserve Multi-use Courts (\$300k). Funding received for the construction of a new multiuse training facility for cricket and netball for the Bentleigh Reserve tenant clubs and the Bentleigh community.

— Pawfield Park Upgrade (\$75k). Funding received for the delivery and construction of upgrades to the off-leash dog park at Pawfield Park, 2 Booran Road, Caulfield East.

— Mackie Road Reserve Pavilion (\$900k). Funding received for the construction of a new pavilion at Mackie Road Reserve providing new and improved local sporting facilities for the Mackie Road tenant clubs and the Bentleigh East community.

— Transport Accident Commission - *Safer Local Roads and Streets Program* - Council has received \$537k for design works. The program will provide funding to develop and deliver transformational road safety infrastructure on the local road network.

** Revenue received in advance:

Council entered into an agreement with the State of Victoria through the Level Crossing Removal Project to maintain the section of Linear Park within the municipal boundary. This is a ten year agreement with the full payment received in advance (\$4.45m). Income will be recognised as the contractual obligations are fulfilled.

	2025 \$'000	2024 \$'000
5.4 Interest-bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings — secured	2,155	2,066
Total current interest-bearing liabilities	2,155	2,066
Non-current		
Treasury Corporation of Victoria borrowings — secured	57,716	59,771
Total non-current interest-bearing liabilities	57,716	59,771
Total	59,871	61,837

All borrowings are secured over the General Rates of Council.

The maturity profile for Council's borrowings is:

Not later than one year	2,155	2,066
Later than one year and not later than five years	29,646	19,249
Later than five years	28,070	40,522
	59,871	61,837

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost.

Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

5.5 Provisions

2025	Annual leave	Long service leave	Sick leave	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	5,092	10,858	3	15,953
Additional provisions	6,073	1,721	-	7,794
Amounts used	(6,254)	(2,263)	-	(8,517)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	31	-	31
Balance at the end of the financial year	4,911	10,347	3	15,261
2024				
Balance at beginning of the financial year	5,245	10,915	3	16,163
Additional provisions	5,979	1,877	-	7,856
Amounts used	(6,132)	(1,989)	-	(8,121)
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	-	55	-	55
Balance at the end of the financial year	5,092	10,858	3	15,953
			2025 \$ '000	2024 \$ '000
Employee provisions				
Current provisions expected to be wholly settled within 12 months				
Annual leave			4,076	4,128
Long service leave			2,012	1,632
Sick leave			3	3
			6,091	5,763
Current provisions expected to be wholly settled after 12 months				
Annual leave			835	964
Long service leave			6,856	8,053
			7,691	9,017
Total current provisions			13,782	14,780
Non-current				
Long service leave			1,479	1,173
Total non-current provisions			1,479	1,173
Aggregate carrying amount of employee provisions:				
Current provisions			13,782	14,780
Non-current provisions			1,479	1,173
Total aggregate carrying amount of employee provisions			15,261	15,953

5.5 Provisions (continued)

The following assumptions were adopted in measuring the present value of employee benefits:

	2025	2024
Weighted average increase in employee costs	2.75%	3.25%
Weighted average discount rates	4.20%	4.35%
Weighted average settlement period	15.51 years	15.33 years

The calculation of employee costs includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability.

Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability — unconditional LSL representing seven years' service is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value — component that is not expected to be settled within 12 months.
- nominal value — component that is expected to be settled within 12 months.

Non-current liability — conditional LSL representing less than seven years' service is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

Non-current LSL liability is measured at present value.

Sick leave

It was the former City of Caulfield's policy to make payments equivalent to 50 per cent of unused sick leave to some sections of its workforce on their retirement due to age or disability. This became payable after completing five years of service. There are no new entrants into the scheme since award restructuring in 1991. Provision for the estimated amount of this benefit for eligible employees is shown in note 5.5 as a current provision. Liability is measured at nominal value.

5.6 Financing Arrangements

The Council has the following funding arrangements in place as at 30 June 2025:

	2025 \$ '000	2024 \$ '000
Credit card facilities	200	200
Treasury Corporation of Victoria loan facilities	59,871	61,837
Total facilities	60,071	62,037
Used facilities (note 5.4)	(59,871)	(61,837)
Unused facilities	200	200

5.7 Commitments

Council has entered into the following commitments:

Operating expenditure commitments — includes the following: banking facilities; street cleaning; parking services; archival storage; cleaning services; audit services; agency staff; publications; telecommunications; delivered meals; litter bin collection; cleaning of public toilets; garbage collection; recyclables collection; green waste collection; building maintenance services; traffic management; and engineering services.

Capital expenditure commitments — includes the planning and construction of new assets, renewal, upgrade and expansions for existing infrastructure, parks and property assets.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(a) Commitments for expenditure

2025	Not later than 1 year \$ '000	Later than 1 year but less than 2 years \$ '000	Later than 2 years but less than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
Operating					
Banking services	493	-	-	-	493
Cleaning services	2,072	1,430	2,860	2,026	8,388
Consultancies	149	-	-	-	149
In-Home and Social Support contractual services *	6,288	6,288	2,358	-	14,934
IT licences and support	559	413	525	57	1,554
Maintenance	1,677	1,591	2,690	1,390	7,348
Traffic and parking management	2,643	2,643	220	-	5,506
Waste and sustainability	7,867	3,317	6,280	22,686	40,150
Other contractual obligations	2,969	1,501	1,021	-	5,491
Total operating commitments	24,717	17,183	15,954	26,159	84,013
Capital					
Land **	-	11,800	-	-	11,800
Park services	2,007	-	-	-	2,007
Total capital expenditure commitments	2,007	11,800	-	-	13,807

* Bayside City Council commenced delivery of in-home and social support services from 11 November 2024. Under this arrangement, Bayside manages service delivery, while Glen Eira retains responsibility for funding agreements under the Commonwealth (refer to Note 3.3). The commitments reflect the new subcontracting agreement and transitional support payments.

** Includes the settlement for the purchase of the Elsternwick Club at 19 Sandham Street, Elsternwick in 2026-27 (refer to note 5.2 (a)).

5.7 Commitments (continued)

2024	Not later than 1 year	Later than 1 year but less than 2 years	Later than 2 years but less than 5 years	Later than 5 years	Total
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Operating					
Banking services	448	448	-	-	896
Cleaning services	2,437	2,232	728	-	5,397
Community and aged care	444	-	-	-	444
Consultancies	237	77	-	-	314
IT licences and support	530	389	24	-	943
Maintenance	4,004	1,539	569	-	6,112
Traffic and parking management	2,518	2,643	2,864	-	8,025
Waste and sustainability	24,121	7,912	4,049	3,227	39,309
Other contractual obligations	3,452	1,824	536	-	5,812
Total operating commitments	38,191	17,064	8,770	3,227	67,252
Capital					
Buildings	10,388	11	-	-	10,399
Land	-	-	11,800	-	11,800
Park services	281	-	-	-	281
Total capital expenditure commitments	10,669	11	11,800	-	22,480

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate (4 per cent as at 30 June 2025).

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

5.8 Leases (continued)

Right-of-Use Assets	Property 2025 \$'000	Equipment 2025 \$'000	Total 2025 \$'000
Balance at 1 July 2024	1,308	468	1,776
Additions	68	-	68
Depreciation charge	(495)	(134)	(629)
Balance at 30 June 2025	881	335	1,215

Right-of-Use Assets	Property 2024 \$'000	Equipment 2024 \$'000	Total 2024 \$'000
Balance at 1 July 2023	1,699	509	2,208
Additions	207	152	359
Depreciation charge	(598)	(193)	(791)
Balance at 30 June 2024	1,308	468	1,776

Lease Liabilities	2025 \$'000	2024 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	706	693
One to five years	755	1,428
Total undiscounted lease liabilities as at 30 June	1,461	2,121

Lease liabilities included in the Balance Sheet at 30 June	2025 \$'000	2024 \$'000
Current	706	693
Non-current	839	1,373
Total lease liabilities	1,545	2,066

Note 6 Assets we manage

6.1 Investments in joint operations

Glen Eira City Council is party to a joint operation in connection with the Regional Landfill Clayton South Joint Venture. The main activity was the provision of a refuse disposal site for councils. The registered office and principal place of business of the Joint Venture is Clayton Road, Clayton South, VIC 3169.

The landfill site is jointly owned by five councils including Glen Eira City Council and the equity is distributed accordingly: Boroondara 35.22 per cent, Glen Eira 21.10 per cent, Monash 16.80 per cent, Stonnington 12.76 per cent and Whitehorse 14.12 per cent. An updated joint venture agreement was signed by the five Council's on the 18 September 2020.

The Joint Venturers are obligated to restore the landfill site to a particular standard. The site ceased operation at the end of January 2016 and restoration work has commenced.

The Joint Venture Councils are required to progressively rehabilitate the site post closure and provide for future monitoring and after care of the site as well as a number of other obligations. The Joint Venturers have received a report into the post closure after care management cost assessment at the landfill. This report looked at the components of the after care assessment at the landfill.

Council has received the unaudited accounts of the joint operation and Council's 21.1 per cent share of the net liabilities employed in the joint operations is included in the Financial Statements as follows:

6.1 (a) Summarised Comprehensive Income Statement	2025	2024
for the year ended 30 June 2025	\$ '000	\$ '000
Total income	224	230
Total expenses	52	(221)
Reduction in provision for environmental rehabilitation	1,511	46
Share of net surplus of joint operations	1,787	55
Summarised Balance Sheet		
as at 30 June 2025		
Assets		
Current assets	359	307
Total assets	359	307
Liabilities		
Current liabilities	264	257
Non-current liabilities	2,778	4,521
Total liabilities	3,042	4,778
Net liabilities	(2,683)	(4,471)
Equity / (Deficit)		
Accumulated deficit	(2,683)	(4,471)
Deficit	(2,683)	(4,471)
Adjusted for rehabilitation costs (refer to note 6.1(b))	3,010	4,753
Total investment in joint operations (excluding rehabilitation costs)	327	282

2025
\$ '000

2024
\$ '000

6.1 Investments in joint operations (continued)

6.1 (b) Other liabilities

Provision for environmental rehabilitation	3,010	4,753
Total other liabilities	3,010	4,753

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050. The landfill in it's current state, is not yet 'settled'.

The calculation of the provision is based on a review of the annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at 2.85 per cent per year. The long-term liability is discounted to its present value using the Group 100 discount rate forecasts, which are derived from Australian corporate bond yields.

The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site.

A review has been undertaken during the 2020-21 financial year and as at August 2022 by James Mackenzie of Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the *Environment Protection Act 2017*. The increase in provision relates to the expected post closure maintenance period costs. The provision is based on the best information available to management at year-end.

This indicates aftercare costs of approximately \$1.1m annually.

The major works remaining before the landfill settles relates to gas infrastructure.

Summarised statement of cash flows

Net cash provided by operating activities	60	73
Net increase in cash and cash equivalents	60	73

Summary of joint operations

Movements for the year

Share of joint operations as at 1 July	(4,471)	(4,527)
Share of net surplus of joint operations	1,787	55
Share of total deficit of joint operations	(2,683)	(4,471)

Accounting for investments in joint operations

Council's interest in joint operations are accounted for using the equity method. Under this method, the interest is initially recognised in the Balance Sheet at cost and adjusted thereafter to recognise Council's share of the net assets of the entities. Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Joint Venture, the results of those operations, or the state of affairs of the Joint Venture in future financial years.

6.2 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

	Carrying amount 30 June 2024	Acquisitions	Revaluation	Depreciation	Disposal	Net transfers	Write-offs	Carrying amount 30 June 2025
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	2,018,851	1,504	117,643	-	-	-	-	2,137,998
Buildings	216,362	-	15,214	(7,954)	(10)	74,206	-	297,818
Plant and equipment	9,838	-	-	(3,130)	(312)	3,309	-	9,705
Infrastructure	389,661	-	42,677	(18,513)	(11)	13,862	-	427,675
Art collection and municipal regalia	2,460	-	1,381	-	-	-	-	3,841
Work in progress	66,037	33,781	-	-	-	(91,377)	(187)	8,254
	2,703,209	35,285	176,915	(29,597)	(333)	-	(187)	2,885,292

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Write-offs	Closing WIP
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land and buildings	58,727	16,840	(74,206)	40	1,321
Plant and equipment	369	3,198	(3,309)	-	258
Infrastructure	6,941	13,743	(13,862)	147	6,675
	66,037	33,781	(91,377)	187	8,254

6.2 Property, infrastructure plant and equipment (continued)

(a) Property	Notes	Land - specialised	Land under roads	Total land	Buildings - non specialised	Buildings - specialised	Leasehold improvements	Total buildings	Total property
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2024		1,262,644	756,207	2,018,851	271,087	55,379	382	326,848	2,345,699
Accumulated depreciation		-	-	-	(95,100)	(15,083)	(302)	(110,486)	(110,486)
Work in progress		-	-	-	58,713	14	-	58,727	58,727
Balance at 1 July 2024		1,262,644	756,207	2,018,851	234,700	40,310	80	275,089	2,293,940

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		1,504	-	1,504	74,177	-	29	74,206	75,710
Revaluation at fair value	9.1(a)	73,556	44,087	117,643	11,116	4,098	-	15,214	132,857
Fair value of assets disposed	4.6	-	-	-	(23)	-	-	(23)	(23)
Net work in progress movement		-	-	-	(57,496)	90	-	(57,406)	(57,406)
		75,060	44,087	119,147	27,774	4,188	29	31,991	151,138

Movements in accumulated depreciation

Depreciation	4.3	-	-	-	(6,040)	(1,896)	(18)	(7,954)	(7,954)
Accumulated depreciation of disposals	4.6	-	-	-	13	-	-	13	13
		-	-	-	(6,027)	(1,896)	(18)	(7,941)	(7,941)

At fair value 30 June 2025		1,337,704	800,294	2,137,998	356,357	59,477	411	416,245	2,554,243
Accumulated depreciation at 30 June 2025		-	-	-	(101,127)	(16,979)	(320)	(118,427)	(118,427)
Work in progress		-	-	-	1,217	104	-	1,321	1,321
Carrying amount at 30 June 2025		1,337,704	800,294	2,137,998	256,447	42,602	91	299,139	2,437,138

6.2 Property, infrastructure plant and equipment (continued)

(b) Infrastructure	Notes	Roads	Footpaths, furniture and signs	Drains	Parks and gardens	Total infrastructure
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2024		331,303	132,917	222,751	143,284	830,255
Accumulated depreciation		(166,808)	(86,847)	(114,828)	(72,109)	(440,592)
Work in progress		2,997	329	1,606	2,009	6,941
Balance at 1 July 2024		167,492	46,399	109,529	73,184	396,604

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		5,278	3,874	1,405	3,305	13,862
Revaluation at fair value	9.1(a)	33,069	-	9,608	-	42,677
Fair value of assets disposed	4.6	-	-	(18)	-	(18)
Net work in progress movement		(30)	(212)	(161)	137	(266)
		38,317	3,662	10,834	3,442	56,255

Movements in accumulated depreciation

Depreciation	4.3	(5,848)	(2,240)	(2,708)	(7,717)	(18,513)
Accumulated depreciation of disposals	4.6	-	-	7	-	7
		(5,848)	(2,240)	(2,701)	(7,717)	(18,506)

At fair value 30 June 2025		369,650	136,791	233,746	146,589	886,776
Accumulated depreciation at 30 June 2025		(172,656)	(89,087)	(117,529)	(79,826)	(459,098)
Work in progress		2,967	117	1,445	2,146	6,675
Carrying amount at 30 June 2025		199,961	47,821	117,662	68,909	434,353

6.2 Property, infrastructure plant and equipment (continued)

(c) Plant and equipment	Notes	Plant and equipment	Furniture and equipment	Total plant and equipment
		\$ '000	\$ '000	\$ '000
At cost 1 July 2024		13,001	26,703	39,704
Accumulated depreciation		(8,866)	(21,001)	(29,867)
Work in progress		35	334	369
Balance at 1 July 2024		4,170	6,036	10,206
Movements in cost				
Acquisition of assets at fair value (including work in progress transfers)		773	2,536	3,309
Cost of assets disposed	4.6	(1,390)	(158)	(1,548)
Net work in progress movement		60	(171)	(111)
		(557)	2,207	1,650
Movements in accumulated depreciation				
Depreciation	4.3	(1,004)	(2,126)	(3,130)
Accumulated depreciation of disposals	4.6	1,236	-	1,236
		232	(2,126)	(1,894)
At cost 30 June 2025		12,384	29,081	41,465
Accumulated depreciation at 30 June 2025		(8,634)	(23,128)	(31,761)
Work in progress		95	163	258
Carrying amount at 30 June 2025		3,845	6,116	9,962

6.2 Property, infrastructure plant and equipment (continued)

(d) Art collection and municipal regalia	Notes	Art collection and municipal regalia	Total art collection and municipal regalia
		\$ '000	\$ '000
At fair value 1 July 2024		2,460	2,460
Balance at 1 July 2024		2,460	2,460
Movements in fair value			
Acquisition of assets		-	-
Revaluation increments at fair value	9.1(a)	1,381	1,381
Fair value of assets disposed	4.6	-	-
		1,381	1,381
At fair value 30 June 2025		3,841	3,841
Carrying amount at 30 June 2025		3,841	3,841

6.2 Property, infrastructure plant and equipment (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition depreciation periods	Depreciation/ amortisation period	Threshold limit
Property		
Buildings	(12–128 years)	\$10,000
Land	(indefinite)	-
Land under roads	(indefinite)	-
Leasehold improvements	(20 years)	\$500
Plant and equipment		
Computer equipment	(3–8 years)	\$500
Furniture and equipment	(2–25 years)	\$10,000
Motor vehicles and trucks	(3–15 years)	\$500
Plant and equipment	(2–15 years)	\$500
Sports equipment (leased)	(4 years)	-
Art collection and municipal regalia		
Art collection	(indefinite)	-
Municipal regalia	(indefinite)	-
Infrastructure		
Car parks	(30–34 years)	\$15,000
Drains	(100 years)	\$1,500
Footpaths	(41–65 years)	-
Kerbs and channels	(101–132 years)	\$1,000
Local area traffic management devices	(27–66 years)	\$1,000–\$50,000
Right of ways	(38–107 years)	\$3,000
Roads substructure	(141–180 years)	\$2,000
Roads surfaces	(27–51 years)	\$2,000
Street furniture and signs	(15–27 years)	\$100–\$2,000
Parks and gardens improvements	(5–60 years)	\$1,500
Recreational facilities	(5–60 years)	\$1,500
Intangibles		
Software and software licences	(5 years)	\$10,000
Right of use assets		
Property and equipment	(1–7 years)	\$10,000

6.2 Property, infrastructure plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation of property, infrastructure, plant and equipment and other assets

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner that reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Land, land under roads, art collection and municipal regalia are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 20-year period.

Committees of Management

Where Council has been appointed as Committee of Management, the value of the asset has been included in Council's Financial Statements.

6.2 Property, infrastructure plant and equipment (continued)

(e) Valuations of land and buildings

Valuations of land and buildings were undertaken by a qualified independent valuer, Michael Dore (A.A.P.I) Certified Practising Valuer from Patel Dore Valuers. The valuations of land and buildings are at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and / or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

An index based revaluation was conducted in the current year. This revaluation was based on market movement as assessed by Patel Dore Valuers. A full revaluation of these assets will be conducted in 2025-26.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Land — specialised	-	-	1,337,704	06/2025	Indexation
Land under roads	-	-	800,294	06/2025	Indexation
Buildings — specialised	-	-	42,497	06/2025	Indexation
Buildings — non specialised	-	255,230	-	06/2025	Indexation
Total land and buildings	-	255,230	2,180,495		

Excludes work in progress.

(f) Valuations of infrastructure

Valuations of infrastructure assets, except for Parks and gardens assets, have been assessed by Glen Eira City Council's Director Sustainability, Assets and Leisure, Niall McDonagh Bachelor of Engineering (Civil), Masters of Business Administration (MBA) as at 30 June 2022.

Parks and gardens assets were assessed by Glen Eira City Council's Manager Parks and Environment, Mark Dornau as at 31 October 2021.

The date and type of the current valuation is detailed in the following table, a full revaluation of these assets will be conducted in 2025-26.

The valuation of infrastructure assets is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation. An indexation based on the Australian Bureau of Statistics construction index 31 March 2025 or actual costs of new assets as applicable is conducted on asset classes that have materially moved since the last full revaluation. An assessment of fair value was undertaken during the year on all asset classes.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Roads	-	-	196,994	04/2025	Indexation
Footpaths, furniture and signs	-	-	47,704	05/2022	Full
Drains	-	-	116,217	04/2025	Indexation
Parks and gardens	-	-	66,763	10/2021	Full
Total infrastructure	-	-	427,678		

Excludes work in progress.

6.2 Property, infrastructure plant and equipment (continued)

(g) Valuation of art collection and municipal regalia

Art collection assets were assessed by Dwyer Fine Art as at 1 January 2025. Municipal regalia assets were assessed by Warren Joel Nominees Pty Ltd as at 9 January 2025. The basis of valuation was market value.

Details of Council's art collection and municipal regalia and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Art collection and municipal regalia	-	3,841	-	01/2025	Full
Total art collection and municipal regalia	-	3,841	-		

(h) Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between five per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Land values range between approximately \$275 and \$4,762 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of the buildings. Current replacement cost is calculated on a square metre basis ranging from \$436 to \$6,435 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 15 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from one years to 139 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2025 \$'000	2024 \$'000
Reconciliation of specialised land		
Land	1,337,704	1,262,644
Land under roads	800,294	756,207
Total specialised land	2,137,998	2,018,851

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

Glen Eira City Council

Subsidiaries, associates and joint operations

Interests in joint operations are detailed in note 6.1

(b) Key management personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Glen Eira City Council. The Councillors, Chief Executive Officer and other key management personnel are deemed KMP. Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Anne-Marie Cade	Mayor	1 July 2024—26 October 2024
Arabella Daniel	Councillor	18 November 2024—30 June 2025
Jane Karlake	Councillor	1 July 2024—26 October 2024
		18 November 2024—30 June 2025
Jim Magee	Councillor	1 July 2024—26 October 2024
Kay Rimbaldo	Councillor	18 November 2024—30 June 2025
Kimberly Young	Councillor	18 November 2024—30 June 2025
Li Zhang	Councillor	1 July 2024—26 October 2024
		18 November 2024—30 June 2025
Luca Ragni	Councillor	18 November 2024—25 November 2024
	Deputy Mayor	26 November 2024—30 June 2025
Margaret Esakoff	Councillor	1 July 2024—26 October 2024
		18 November 2024—30 June 2025
Sam Parasol	Councillor	1 July 2024—26 October 2024
		18 November 2024—30 June 2025
Simone Zmood	Deputy Mayor	1 July 2024—26 October 2024
	Councillor	18 November 2024—25 November 2024
	Mayor	26 November 2024—30 June 2025
Sue Pennicuik	Councillor	1 July 2024—26 October 2024
Tony Athanasopoulos	Councillor	1 July 2024—26 October 2024

Glen Eira City Council consists of nine wards, with one councillor representing each ward. The nine Councillors were elected for four-year terms on 26 October 2024 and elect the Mayor and Deputy Mayor annually. The Councillors took the Oath of Office at a Council ceremony on 18 November 2024. The Mayor and Deputy Mayor were elected at the Special Council Meeting on the 26 November 2024.

Chief Executive Officer and other key management personnel

John Vastianos	Chief Financial Officer	1 July 2024—30 June 2025
Kirsty James	Chief People Officer	1 July 2024—2 May 2025
Leanne O'Brien	Interim Chief People Officer	2 May 2025—30 June 2025
Kellie Vise	Director Customer and Corporate Affairs	1 July 2024—30 June 2025
Mark Saunders	Director Community Wellbeing	1 July 2024—28 February 2025
Jane Price	Interim Director Community Wellbeing	24 July 2024—3 April 2025
	Director Community Wellbeing	4 April 2024—30 June 2025
Niall McDonagh	Director Sustainability, Assets and Leisure	1 July 2024—30 June 2025
Rebecca McKenzie	Chief Executive Officer	1 July 2024—30 June 2025
Rosa Zouzoulas	Director Planning and Place	1 July 2024—30 June 2025

Chief Executive Officer Appointment

Council formally resolved at its Special Meeting held on 27 May 2025 to appoint Lucy Roffey as Chief Executive Officer of Glen Eira City Council. Ms Roffey will officially commence her tenure in this role on 4 August 2025.

	2025 No.	2024 No.
Summary		
Total number of Councillors	13	10
Chief Executive Officer and other key management personnel	9	10
Total key management personnel	22	20

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 \$ '000	2024 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits (salary and annual leave)	2,722	2,687
Post-employment benefits (superannuation)	234	228
Other long-term employee benefits (long service leave)	59	57
Total	3,015	2,972

Key management personnel includes Councillors, CEO and direct senior executive reports to the CEO.

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

Income range:	2025 No.	2024 No.
\$10,000–\$19,999	3	2
\$20,000–\$29,999	3	-
\$30,000–\$39,999	5	-
\$40,000–\$49,999	2	5
\$50,000–\$59,999	-	1
\$70,000–\$79,999	-	1
\$100,000–\$109,999	1	2
\$160,000–\$169,999	-	1
\$170,000–\$179,999	-	1
\$200,000–\$209,999	1	1
\$220,000–\$229,999	-	2
\$230,000–\$239,999	1	-
\$280,000–\$289,999	1	1
\$300,000–\$309,999	-	1
\$310,000–\$319,999	1	-
\$320,000–\$329,999	1	-
\$330,000–\$339,999	1	1
\$350,000–\$359,999	1	-
\$450,000–\$459,999	-	1
\$470,000–\$479,999	1	-
Total key management personnel	22	20

7.1 Council and key management remuneration (continued)

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

The below numbers include staff holding senior officer positions where two or more staff members have shared the same senior role during a financial year.

The number of other senior staff are shown below in their relevant income bands:

Income range:	2025	2024
	No.	No.
\$170,000–\$179,999	-	3
\$180,000–\$189,999	1	4
\$190,000–\$199,999	2	2
\$200,000–\$209,999	4	3
\$210,000–\$219,999	2	-
\$220,000–\$229,999	3	-
\$230,000–\$239,999	1	1
\$240,000–\$249,999	-	1
\$250,000–\$259,999	1	-
\$380,000–\$389,999	-	1
\$410,000–\$419,999	-	1
Total other senior staff	14	16

Remuneration:	2025	2024
	\$ '000	\$ '000
Short-term employee benefits (salary and annual leave)	2,607	2,840
Post-employment benefits (superannuation)	326	324
Other long-term employee benefits (long service leave)	71	74
Termination benefits	-	325
Total remuneration for the reporting year for other senior staff included above, amounted to:	3,004	3,563

7.2 Related Party Disclosures

(a) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2024–25 or 2023–24 reporting years.

(b) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2024–25 or 2023–24 reporting years.

(c) Loans to / from related parties

No loans have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2024–25 or 2023–24 reporting years.

(d) Commitments to / from related parties

No commitments have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2024–25 or 2023–24 reporting years.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council are not aware of any contingent assets (2024: Nil).

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies considered by Council

(a) Arising from legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors.

As these matters are yet to be finalised and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

(b) Arising from insurable claims

As a major enterprise, Council is subject to claims that may arise in areas such as: public liability for injury and/or property damage; professional indemnity for wrongful advice; Councillors' and officers' liability; employment practices liability; and discrimination.

Council maintains a comprehensive insurance portfolio in respect of all identified areas of potential liability. Council presently has no outstanding claims in these areas except in respect of public liability. Council has insurance coverage that exceeds the requirements of legislation and that is more than adequate to cover any outstanding claims that fall within the terms of the insurance coverage.

Council has no claims that fall outside the insurance coverage except for those which are not covered because they are 'under excess' in respect of the applicable coverage.

Council's liability therefore, is limited to minor 'under excess' claims and the 'under excess' component of claims that fall within the insurance coverage. Council makes allowance for these 'under excess' contingent liabilities in its Budget.

8.1 Contingent assets and liabilities (continued)

(c) Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(d) Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank and TCV borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

(c) Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(d) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

8.3 Financial instruments (continued)

(d) Credit risk (continued)

We may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(e) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or not having sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet are deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(f) Financial instruments — sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of plus one and minus one per cent in market interest rates (AUD) from year-end rates of 3.85 per cent (assuming cash remains steady throughout the year).

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair Value Measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have not resulted in any material impacts to Council's financial statements.

All assets and liabilities for which fair value is measured or disclosed in the Financial Statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at note 6.2, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation at the following intervals:

- Art collection every five years
- Infrastructure assets every four years and replacement costs adjusted annually
- Land and buildings every two years
- Land under roads every two years
- Municipal regalia every five years
- Parks and gardens every five years

The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

Council has not received any information after the reporting date about conditions that existed at the reporting date which requires disclosure. In addition, there are no material non-adjusting events after the reporting date which have not been disclosed.

Note 9 Other matters

9.1 Reserves

(a) Asset Revaluation Reserve

2025	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	903,045	73,556	976,601
Land under roads	394,458	44,087	438,545
Buildings	104,640	15,215	119,855
Infrastructure			
Road assets	135,676	33,069	168,745
Footpaths	20,095	-	20,095
Drainage	35,253	9,607	44,860
Parks and gardens	41,253	-	41,253
Art collection and municipal regalia			
Art collection	1,636	1,381	3,017
Balance	1,636,056	176,915	1,812,971
2024	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	998,309	(95,264)	903,045
Land under roads	434,844	(40,386)	394,458
Buildings	89,477	15,163	104,640
Infrastructure			
Road assets	135,676	-	135,676
Footpaths	20,095	-	20,095
Drainage	35,253	-	35,253
Parks and gardens	41,253	-	41,253
Art collection and municipal regalia			
Art collection	1,601	35	1,636
Balance	1,756,508	(120,452)	1,636,056
The Asset Revaluation Reserve is used to record the net movement of Council's assets over time.			

9.1 Reserves (continued)

(b) Other reserves

	Balance at beginning of reporting period	Transfers from accumulated surplus	Transfers to accumulated surplus	Balance at end of reporting period
	\$ '000	\$ '000	\$ '000	\$ '000
2025				
Public Open Space Reserve *	21,088	6,800	(1,001)	26,887
Strategic Asset Development Reserve **	1,260	-	-	1,260
Balance	22,348	6,800	(1,001)	28,147
2024				
Public Open Space Reserve *	18,959	4,937	(2,808)	21,088
Strategic Asset Development Reserve **	-	1,260	-	1,260
Balance	18,959	6,197	(2,808)	22,348

* **Public Open Space Reserve** — Council collects a Public Open Space contribution in many circumstances when land is subdivided within the municipality. The requirement for this is in the *Glen Eira Planning Scheme* at clause 53.01.

The Public Open Space Reserve can be used to fund projects that meet the conditions of the *Open Space Strategy*, which is focused on increasing or enhancing open space in identified gap areas. Contributions to the Reserve during the financial year relate to public open space levies received under Section 18 of the *Subdivision Act 1988*.

These contributions are levied on multi-unit property developments to fund open space and are reliant on decisions made by developers, not Council. Contribution income of \$6.8m was received during 2024–25. Council spent \$1m on projects during 2024–25, and the rest were transferred to the Open Space Reserve for future projects. The balance of the Open Space Reserve is \$26.89m as at 30 June 2025.

** **Strategic Asset Development Reserve** — In accordance with Council's *Sale of Land and Buildings Policy*, Council will transfer the net proceeds of the sale of Council's land and buildings to the reserve. The proceeds from the 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.

(c) Summary of reserves

	Balance at beginning of reporting period	Increment / (decrement) and transfers	Balance at end of reporting period
	\$ '000	\$ '000	\$ '000
2025			
Asset Revaluation Reserve	1,636,056	176,915	1,812,971
Public Open Space Reserve	21,088	5,799	26,887
Strategic Asset Development Reserve	1,260	-	1,260
Balance	1,658,404	182,714	1,841,118
2024			
Asset Revaluation Reserve	1,756,508	(120,452)	1,636,056
Public Open Space Reserve	18,959	2,129	21,088
Strategic Asset Development Reserve	-	1,260	1,260
Balance	1,775,467	(117,063)	1,658,404

	Notes	2025 \$ '000	2024 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		21,484	8,629
<i>Non-cash adjustments:</i>			
Depreciation and amortisation	4.3	29,597	26,403
Amortisation — intangible assets	4.4	350	1,145
Amortisation — right of use assets	4.5	628	792
Loss on sale / disposal of property, infrastructure, plant and equipment	4.6	86	3,888
Borrowing costs	4.7	2,472	1,411
Finance costs	4.8	141	59
Provision for doubtful debts	5.1(c)	1,535	869
Share of net (surplus) of joint operations	6.1	(1,787)	(55)
Capitalised salaries		(338)	(1,415)
<i>Change in assets and liabilities:</i>			
Increase in trade and other receivables		(1,582)	(1,064)
Increase in prepayments		(169)	(503)
Increase / (decrease) in payables		3,982	(1,597)
Increase in trust funds and other deposits		1,326	2,804
Increase / (decrease) in contract and other liabilities		1,057	(409)
Decrease in provisions		(692)	(210)
Net cash provided by operating activities		58,090	40,747

9.3 Superannuation

Glen Eira City Council makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund), the HESTA Superannuation Fund (HESTA) and other employee nominated funds in accordance with employment arrangements.

The HESTA Fund and other employee nominated funds are defined contribution plans and no further liability accrues to the employer as the benefits accruing to the employees are represented by their share of the net assets of their nominated superannuation funds.

The Fund has two categories of membership, Accumulation and Defined Benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised in the Comprehensive Income Statement as an expense when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefits category is a pooled multi-employer.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%.

An interim actuarial review is currently underway for the Defined Benefit category as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025. Vision Super has advised that the VBI at 30 June 2025 was 110.5% (2024: 105.4%). The financial assumptions used to calculate the 30 June 2025 VBI were:

	2025	2024
Net investment returns	5.7% pa	5.6% pa
Salary information	3.5% pa	3.5% pa
Price infaltion (CPI)	2.6% pa	2.7% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

9.3 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim)	2023 (Triennial)
	\$m	\$m
A VBI surplus	108.4	85.7
A total service liability surplus	141.4	123.6
A discounted accrued benefits surplus	156.7	141.9

9.3 Superannuation (continued)

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category. Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 (Triennial investigation)	2023 (Triennial investigation)
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of Scheme	Rate	2025 \$m	2024 \$m
Vision Super	Defined Benefit	11.5% (2024: 11.0%)	0.2	0.2
Vision Super	Accumulation Fund	11.5% (2024: 11.0%)	4.25	4.21

There was \$603k of contributions outstanding. There were no loans were issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is nil.

9.4 Residential aged care facility

Segment Reporting

Council owns and operates Warrawee Community (Warrawee), a 90-bed residential aged care facility. Council is required to disclose a segment note including residential aged care operations as defined under the *Aged Care Act 1997*. The reporting requirements include a detailed Income Statement and Balance Sheet.

The operations of the facilities have been included in the Income Statement, Balance Sheet, Statement of Cash Flows and Statement of Changes in Equity of Council. Terminology in the following Income Statement and Balance Sheet has been used in accordance with the *Department of Social Services'* disclosure requirements.

Income Statement for residential aged care facility (Warrawee) for the year ended 30 June 2025	2025 \$ '000	2024 \$ '000
Income		
Resident charges	2,180	1,950
Government grants	8,065	7,009
Investment income	676	633
Total income	10,921	9,592
Expenses		
Wages and superannuation — care	6,088	5,362
Wages and superannuation — administration	563	460
Wages and superannuation — other	2,236	2,097
Staff on-costs	1,323	1,454
Training	6	25
Agency costs	1,925	2,270
Materials and consumables	890	789
Contractor payments	179	182
Pandemic prevention expenses	79	47
Maintenance	650	446
Utility services	169	156
Other expenses	175	161
Management fees	896	820
Indirect overheads	894	1,003
Depreciation on property, plant and equipment	611	521
Total expenses	16,684	15,793
Deficit	(5,763)	(6,201)

9.4 Residential aged care facility (continued)

Balance Sheet for residential aged care facility (Warrawee) as at 30 June 2024	2025 \$ '000	2024 \$ '000
Current assets		
Cash and financial assets	16,269	15,103
Trade and other receivables	88	98
Total current assets	16,357	15,201
Non-current assets		
Property, plant and equipment	26,572	25,303
Total non-current assets	26,572	25,303
Total assets	42,929	40,504
Current liabilities		
Trade and other payables	163	162
Residential aged care bonds and deposits	16,269	15,103
Employee provisions	1,781	1,800
Total current liabilities	18,213	17,065
Non-current liabilities		
Employee provisions	149	106
Total non-current liabilities	149	106
Total liabilities	18,362	17,171

The information presented above regarding the Residential Aged Care Balance Sheet is derived from selected disclosure of key asset and liability accounts included in Glen Eira City Council's core Balance Sheet.

9.5 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

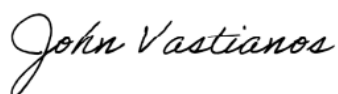
10 Change in Accounting Policy

There have been no changes to accounting policies in the 2024-25 year.

PERFORMANCE STATEMENT

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In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



John Vastianos (B.Com., GradCertMgt., FCPA, GAICD)

Principal Accounting Officer

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Performance Statement of the Glen Eira City Council for the year ended 30 June 2025 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Simone Zmood

Mayor

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Luca Ragni

Deputy Mayor

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Lucy Roffey

Chief Executive Officer

Dated: 2 September 2025

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the accompanying performance statement of Glen Eira City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Glen Eira City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
16 September 2025



Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1. Description of municipality

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district. It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were all in the former City of Moorabbin.

The City of Glen Eira spans 38.67 square kilometres* and includes the suburbs of Bentleigh; Bentleigh East; Carnegie; Caulfield; Caulfield East; Caulfield North; Caulfield South; Elsternwick; Gardenvale; Glen Huntly; McKinnon; Murrumbeena; Ormond; and part of the suburbs of Brighton East and St Kilda East.

Glen Eira is home to 161,057** people across 59,792* households, from more than 160 different cultural backgrounds. It's also the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, Census of Population and Housing 2021.

** Source: Australian Bureau of Statistics, Estimated Resident Population, 30 June 2024.

Performance Statement
Section 2. Sustainable capacity indicators
for the year ended 30 June 2025

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Indicator / Measure	Results								Material variations
	2022		2023		2024		2025		
Population									
Expenses per head of municipal population	\$	1,123	\$	1,234	\$	1,292	\$	1,327	The increase in expenses per head of municipal population reflects our continued investment in high-quality services, infrastructure, and community outcomes. It demonstrates our commitment to meeting growing community needs while maintaining financial sustainability and delivering value for every resident.
[Total expenses / Municipal population]									
Infrastructure per head of municipal population	\$	4,009	\$	4,231	\$	4,364	\$	4,640	
[Value of infrastructure / Municipal population]									The increase in infrastructure investment per head of municipal population highlights our commitment to delivering long-term value for our community. It reflects targeted upgrades to essential assets such as roads, parks, and facilities that support livability, sustainability, and future growth.
Population density per length of road		311		304		314		323	
[Municipal population / Kilometres of local roads]									This indicator has increased reflecting Council's population growth.
Own-source revenue									
Own-source revenue per head of municipal population	\$	976	\$	1,101	\$	1,134	\$	1,189	The increase in own-source revenue per head of municipal population highlights our ability to generate sustainable income through responsible management of rates, fees, and services — reducing reliance on external funding.
[Own-source revenue / Municipal population]									
Recurrent grants									
Recurrent grants per head of municipal population	\$	146	\$	154	\$	126	\$	162	The movement is due to the timing of the Financial assistance grants over the past three years.
[Recurrent grants / Municipal population]									

Indicator / Measure	Results				Material variations
	2022	2023	2024	2025	
Disadvantage					
Relative socio-economic disadvantage	10	10	10	10	Council continues to demonstrate relatively low levels of socio-economic disadvantage, reflecting strong community indicators such as low unemployment, higher income levels, and strong educational attainment.
[Index of relative socio-economic disadvantage by decile]					
Workforce turnover					
Percentage of staff turnover	22%	20%	21%	21%	The result for 2024-25 includes the transition of in-home and social support services to Bayside City Council with many Glen Eira staff continuing service delivery under Bayside's employment. The Employee Engagement Survey 2025 highlighted that Glen Eira employees as both highly engaged (73 per cent) and well aligned (66 per cent) with the organisation's direction and values.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Performance Statement
Section 3. Service performance indicators
for the year ended 30 June 2025

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Service / Indicator / Measure	Results					Material variations
	2022	2023	2024	2025		
	Actual	Actual	Actual	Budget Target	Actual	
Aquatic facilities						
Utilisation						
Utilisation of aquatic facilities	4	11	12	N/A	13	There has been an increase in the utilisation of aquatic facilities since 2023-24. The opening of the Carnegie Memorial Swimming Pool in January 2025 has had a positive influence on our total attendances.
[Number of visits to aquatic facilities / Municipal population]						
Animal management						
Health and safety						
Animal management prosecutions	100%	100%	100%	N/A	100%	Council's consistent achievement of 100% success in animal management reflects our unwavering commitment to community safety, responsible pet ownership, and regulatory excellence.
[Number of successful animal management prosecutions / Number of animal management prosecutions] x100						

Service / Indicator / Measure	Results					Material variations
	2022	2023	2024	2025		
	Actual	Actual	Actual	Budget Target	Actual	
Food safety						
Health and safety						
Critical and major non-compliance notifications	99%	100%	100%	N/A	100%	Council consistently follows up on all critical non-compliance notifications. This reflects our commitment to public safety, regulatory integrity, and continuous improvement.
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100						
Governance						Satisfaction with community consultation remains steady with an index score of 55, five points higher than the state-wide score.
Consultation and engagement						
Satisfaction with community consultation and engagement	60	57	55	60	55	
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]						

Service / Indicator / Measure	Results					Material variations
	2022	2023	2024	2025		
	Actual	Actual	Actual	Budget Target	Actual	
Libraries						
Participation						
Library membership	N/A	N/A	24%	N/A	25%	Library membership increased in 2024–25, with 600 new members joining each month.
[Number of registered library members / Population] x100						
Maternal and child health						
Participation						
Participation in the MCH service	73%	72%	74%	N/A	79%	The number of children who attended Maternal and Child Health services increased from 4,328 in 2024 to 4,520 in 2025. The rise in MCH service usage is driven by population growth, improved community awareness and accessibility, and increased demand for early intervention and support in the post-COVID-19 environment.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100						

Service / Indicator / Measure	Results					Material variations
	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Maternal and child health						
Participation						
Participation in the MCH service by Aboriginal children	78%	86%	83%	N/A	85%	This reflects Council's commitment to equity and inclusion, highlighting efforts to ensure culturally safe and accessible maternal and child health services that support the wellbeing and development of Aboriginal families in our community.
[Number of aboriginal children who attend the MCH service at least once (in the year) /						
Number of aboriginal children enrolled in the MCH service] x100						
Roads						
Condition						
Sealed local roads below the intervention level	91%	90%	87%	91%	82%	The 2024-25 target was unable to be met within our planned road renewals.
[Number of kilometres of sealed local roads that are below the renewal intervention level set by Council / Kms of sealed local roads] x100						The refreshed Asset Plan will be adopted in October 2025 and seeks to optimise the condition of our assets over the next ten years.

Service / Indicator / Measure	Results					Material variations
	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Statutory Planning						
Service standard						
Planning applications decided within the relevant required time	89%	88%	87%	80%	85%	Council continues to exceed the metropolitan average for the percentage of applications processed within statutory timeframes.
[Number of planning application decisions made within the relevant required time / Number of planning application decisions made] x100						
Waste Collection						
Waste diversion						
Kerbside collection waste diverted from landfill	62%	61%	61%	60%	60%	Council's kerbside collection continues to deliver environmental outcomes, with a significant proportion of waste successfully diverted from landfill. This reflects our community's commitment to sustainability and Council's investment in circular economy initiatives.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						

Performance Statement

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Section 4. Financial performance indicators (continued)

for the year ended 30 June 2025

Dimension / Indicator / Measure	Results					Forecasts				
	2022 Actual	2023 Actual	2024 Actual	2025 Target as per budget	2025 Actual	2026	2027	2028	2029	Material variations
Obligations										
Loans and borrowings										
Loans and borrowings compared to rates [Interest-bearing loans and borrowings / Rate revenue] x100	6%	23%	45%	41%	42%	39%	37%	33%	29%	Loan balances are decreasing in line with repayment obligations.
Loans and borrowings										
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x100	3%	4%	2%	4%	3%	3%	4%	4%	4%	Loan borrowings were used to fund strategic Capital Works projects. The repayments are in line with borrowing repayment obligations.
Indebtedness										
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	6%	21%	38%	33%	33%	31%	29%	27%	24%	This indicator is decreasing as loans are repaid as per the Budget and repayment schedules.
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expenses / Asset depreciation] x100	112%	167%	215%	124%	102%	89%	55%	84%	84%	The decrease since 2023-24 is due to the completion of the Carnegie Memorial Swimming Pool redevelopment in December 2024. The actual result for 2024-25 was lower than target due to incomplete projects at 30 June 2025 to be carried forward into 2025-26.

Section 4. Financial performance indicators (continued)

for the year ended 30 June 2025

Results						Forecasts				
Dimension / <i>Indicator</i> / Measure	2022	2023	2024	2025		2026	2027	2028	2029	Material variations
	Actual	Actual	Actual	Target as per budget	Actual					
Operating position										
<i>Adjusted underlying result</i>										
Adjusted underlying surplus (or deficit)	3%	6%	0%	(0.37%)	4.81%	(1.22%)	0.76%	0.93%	0.44%	The improvement in the adjusted underlying result in 2024-25 is mainly due to increased revenue. This includes better than expected, parking income, user fees, operating grants and the timing of Financial Assistance grants, which is a \$7m movement between 2023-24 and 2024-25. Over the next 12 months, Council will focus on operational efficiencies, service delivery reviews, and revenue diversification to improve our financial outlook.
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100										
Stability										
<i>Rates concentration</i>										
Rates compared to adjusted underlying revenue	70%	65%	68%	69%	63%	67%	67%	68%	68%	Rates compared to underlying revenue has decreased due to higher than budgeted grant revenue which includes the prepayment of the Financial Assistance Grant for 2025-26.
[Rate revenue / Adjusted underlying revenue] x100										
<i>Rates effort</i>										
Rates compared to property values	0.17%	0.15%	0.16%	0.16%	0.17%	0.16%	0.15%	0.15%	0.15%	Rates compared to property values have remained at 0.15%, indicating a stable and consistent approach to rating that supports transparency and predictability for ratepayers.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100										

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents actual results for the current year and the preceding three years, along with the current year's target where required under the *Local Government (Planning and Reporting) Regulations 2020*. For the prescribed financial performance indicators and measures, it also includes the current year's budget target and the forecast results for the period 2025–26 to 2028–29, as outlined in the adopted *2025–26 Budget*.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

"Aboriginal children" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"annual report" means an annual report prepared by a council under section 98 of the Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"intervention level" means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"relative socio-economic disadvantage" in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site

Section 5. Notes to the accounts (continued)
for the year ended 30 June 2025**5.2. Definitions (continued)**

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"asset upgrade expenditure" means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life

"current assets" has the same meaning as in the Australian Accounting Standards

"current liabilities" has the same meaning as in the Australian Accounting Standards

"non-current liabilities" means all liabilities other than current liabilities

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"restricted cash" means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash



GLEN EIRA
CITY COUNCIL

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National Relay Service

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

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

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

www.instagram.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESAConline

www.instagram.com/gleneiraleisure

Glen Eira Libraries and Learning Centres:

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Glen Eira sustainable living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

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