



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 2025–2026



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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.

Community members enjoyed food, music and Glen Eira's outdoor spaces at Groove and Graze in Joyce Park, Ormond, in September 2025

Introduction

How to read our Annual Report

This *Annual Report* demonstrates our commitment to deliver our *Council Plan 2025–2029* 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.

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.

Our *Annual Report* covers seven sections.

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

Introduction

Introduces the *Annual Report* and provides an overview of our city, community and services, alongside reflections from the Mayor and Chief Executive Officer, and the plans that guide our work.

Year in review

Highlights the year's key achievements, major projects, community engagement and advocacy activities, and our overall financial position.

Our Council

Explains the role of Councillors, Council wards and elected representatives who make decisions on behalf of the community. It also includes information about Council meetings, attendance, and Councillor support and expenses.

Our organisation

Describes our organisational structure, leadership and workforce, and the achievements that helped us deliver services and positive outcomes for our community during the year.

Our performance

Reports on our progress in delivering the *Council Plan 2025–2029*, including strategic indicators, major initiatives and actions, funded services, and prescribed local government performance indicators.

Our governance

Explains how we make transparent decisions, remain accountable to the community and meet our legal obligations.

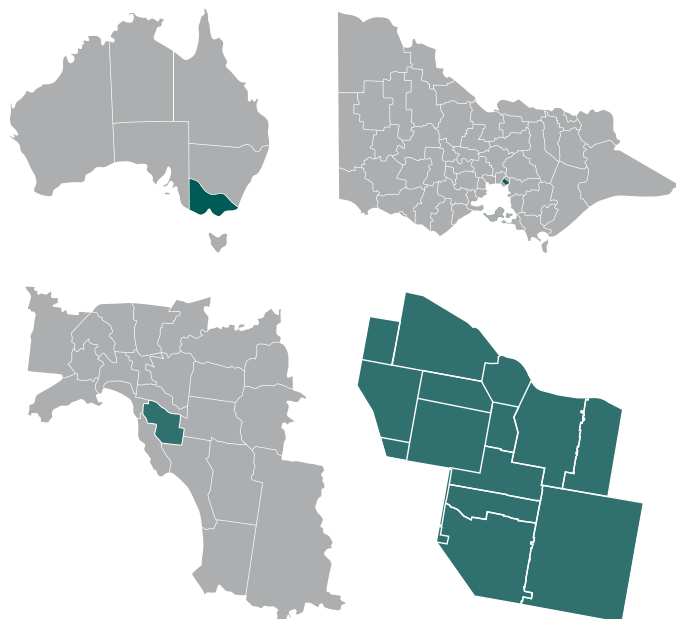
Our finances

Summarises our financial performance and position, including income, expenditure, capital investment and financial sustainability. It also includes the audited Financial Statements and Performance Statement for the year.

Our people our City

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



2025 residents¹

163,025

projected to grow by 2046³ to

198,431



59,792

Households²



Residents of Aboriginal and Torres Strait Islander Heritage²

411



Residents with daily assistance due to disabilities

4.8%

59 per cent female
41 per cent male²



Adults identifying as LGBTIQ+ (compared to 11 per cent across Victoria)²

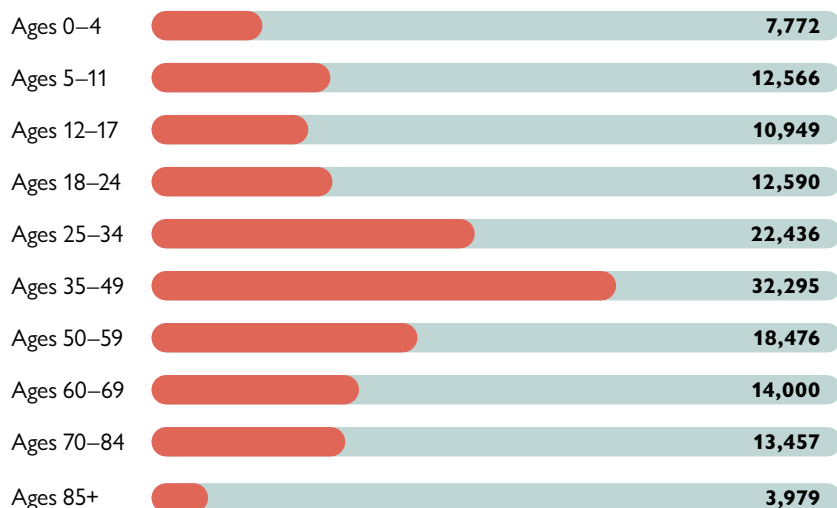
14.1%

¹ Australian Bureau of Statistics, Estimated Resident Population 2025 profile.id.com.au

² Australian Bureau of Statistics (2021 census) abs.gov.au

³ Population forecast forecast.id.com.au

PEOPLE AND CULTURE



More than one-third of residents were born overseas²

55,038



120+

Different cultural backgrounds²



Most common countries of birth outside Australia²

1. **China** 4.5%
2. **India** 4.4%
3. **England** 3.3%
4. **South Africa** 2.4%
5. **Israel** 1.5%



Glen Eira is home to the largest Jewish community in Victoria

54.9%

of the Victorian Jewish population call Glen Eira home²



Languages spoken other than English.² The most common languages spoken at home are:

Mandarin 5.6%
Greek 3.6%
Russian 3.1%
Hebrew 2.1%
Hindi 1.2%

¹ Australian Bureau of Statistics, Estimated Resident Population 2025 profile.id.com.au

² Australian Bureau of Statistics (2021 census) abs.gov.au

EMPLOYMENT AND QUALIFICATIONS



90,000+

Employed residents²



4.2%

Unemployment rate²

compared to 5.3 per cent across
Greater Melbourne



75.4%

Year 12 completion rate²

compared to 64.3 per cent
across Greater Melbourne

HEALTHCARE AND EDUCATION



4

Hospitals



7

Council-run maternal
and child health centres



39

Schools



1

University



4

Council-run library branches
Bentleigh
Caulfield
Carnegie
Elsternwick

² Australian Bureau of Statistics (2021 census) abs.gov.au

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



17,000+

local businesses



48,000

local jobs



76%

of residents have regular public
transport access within 400 metres⁴



868 km

of footpaths



9 km

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

⁴ Australian Urban Observatory auo.org.au

SUSTAINABILITY AND CIRCULAR ECONOMY



1,000+
trees planted



13,200+
indigenous trees and
understory plantings



**91.5
kilograms**
average kilograms of landfill waste per
household per quarter



**12.8
tonnes**
e-waste collected annually



**29,774
tonnes**
kerbside municipal waste diverted
annually from landfill



**18,896
tonnes**
food and garden organics
collected annually



A community member with a newly repaired item at Glen Eira's Repair Cafe, held at Caulfield South Community House in May 2026.

Message from the Mayor



The past year has been an important one for Glen Eira — a year of listening, leading and setting a clear direction for our community's future.

While economic and social pressures continued to affect communities locally and globally, we remained focused on strengthening connection, inclusion and wellbeing across Glen Eira, while planning responsibly for the years ahead.

One of the year's most significant milestones was the endorsement of the *Council Plan 2025–2029*, shaped through extensive engagement with our community. Thousands of residents shared their experiences, priorities and aspirations for Glen Eira, helping shape the long-term direction of our City.

What we heard was clear. Residents value welcoming neighbourhoods where people feel safe, connected and respected. They care deeply about sustainability, accessible local services and the places and experiences that bring people together. These priorities continue to guide our planning, advocacy and decision-making.

Strengthening inclusion and social cohesion

This year also brought moments of profound sadness and uncertainty. National events, including the Bondi terrorist attacks in Sydney and the broader rise in antisemitism across Australia, deeply affected communities across the country, including here in Glen Eira.

Earlier in the year, we progressed work on an *Antisemitism Strategy* with support from the Social Cohesion Taskforce in response to growing concerns around antisemitism, inclusion and community cohesion.

The Taskforce brought together a diverse group of leaders and experts from across community, government, academia and policing, including representatives from the Jewish Community Council of Victoria, Victoria Police, Monash University, Victoria University and VicHealth.

We also hosted the *Victorian Antisemitism Local Government Forum* in February 2026, which brought together nearly 100 participants, including representatives from more than 25 Victorian councils, alongside mayors, councillors, CEOs, community organisations, academics and government agencies.

Additionally, the *Flavours of Culture Luncheon* held on 17 December 2025, created space for local community representatives to come together, share perspectives and strengthen understanding and connection across Glen Eira.

On 11 June 2026, we contributed a submission to the Royal Commission on Antisemitism and Social Cohesion, providing local insights to inform broader responses to community safety, inclusion and social cohesion. Our submission recommended a nationally led social cohesion framework with a clear focus on antisemitism, stronger coordination across all levels of government, improved information sharing and dedicated funding to support locally led prevention and education initiatives.

Following the Bondi attack in Sydney in December 2025, we introduced one-off social cohesion grants of up to \$10,000 to support community-led projects that strengthen connection, inclusion and belonging. Since introducing the grants, we have given \$114,000 to 20 projects.

Investing in connected communities

Throughout the year, we continued investing in the places, programs and experiences that support connected and active communities.

Progress continued on *Community Place Projects* designed to strengthen neighbourhood connection and encourage greater shared use of public spaces. A miniature art gallery inspired by local street libraries is encouraging people to enjoy and share art in Carnegie, while creative artwork is transforming street poles in McKinnon. Construction also commenced on the new Mackie Road Pavilion in Bentleigh East, which will support participation, inclusion and community sport.

We also held major community events — including the inaugural *Healthy Ageing Expo*, *Seniors Festival*, *Diwali* and *Groove and Graze* — creating opportunities for people of all ages and backgrounds to connect, participate and celebrate together.

We also remained closely engaged with residents on local issues that directly affect everyday life, including paid parking and the introduction of the cat curfew, our two biggest community engagements to date. These conversations reflected our commitment to balanced, community-led decision-making and thoughtful engagement with diverse community views.

Advocacy that delivers outcomes

Representing our community's interests to other levels of government remained one of our highest priorities.

Guided by the *Council Plan 2025–2029*, we advocated strongly for investment in local infrastructure, community safety, sustainability and neighbourhood amenity. Our advocacy helped secure more than \$5.9 million in external funding to deliver projects that will improve everyday life across Glen Eira, including upgrades to Elsternwick Plaza, King George Reserve, the Glen Huntly Pavilion, road safety improvements in Elsternwick and the future transformation of the former East Boundary Road Traffic School site into an accessible community park.

We also strengthened partnerships with neighbouring councils, peak bodies and community organisations, recognising that many of the opportunities and challenges facing our community are best addressed through collaboration and a united voice.



L–R: Dani Distefano, Women's Senior Coach, Richard Harris, President of Caulfield Grammarians Football Club, Cr Jane Karslake, Ryan Batchelor MLC and Mayor Cr Dr Simone Zmood attended the announcement of Victorian Government funding for upgrades to the Glen Huntly Pavilion through the Victorian Government's *Local Sporting Infrastructure Fund* in April 2026.

Challenges

This year also required us to navigate increasing financial pressures, growing service expectations and broader social and economic uncertainty.

In December 2025, we adopted our *Financial Sustainability Strategy*, establishing a long-term framework to help ensure we can continue delivering the services, infrastructure and community facilities that matter most to our community.

As part of this work, we made the decision to apply to the Essential Services Commission for a one-year variation to the Victorian Government's rate cap. The application recognised the financial challenges facing local government, including rising costs, ageing infrastructure and increasing demand for services. It followed extensive work to improve efficiency, identify operational savings and prioritise spending but also acknowledged that these measures alone would not be enough to maintain the services and facilities our community relies on over the long term. In May 2026, the Essential Services Commission approved the application, allowing a one-year total rate increase of five per cent for 2026–27, with future increases returning to the standard rate cap.

Throughout the year, we also undertook significant community engagement on our 90-bed aged care facility in Bentleigh East — Warrawee Community, supporting open and transparent conversations about our long-term financial sustainability and future service delivery. This conversation helped us better understand community priorities and the need to balance affordability with maintaining essential services.

Following this engagement, we decided in June 2026 to explore transferring Warrawee Community to a registered aged care provider through an Expression of Interest and tender process. This approach is intended to secure the long-term future of residential aged care at the site, while ensuring there are no immediate changes to the care residents receive or to staffing.

Looking ahead

Looking ahead, we remain focused on delivering what matters most to our community and building a Glen Eira that is inclusive, connected and ready for the future.

Over the coming year, we'll continue investing in the things that make a real difference to everyday life — improving safety through our *Community Safety Framework*, maintaining our roads, footpaths, parks and community facilities, supporting vibrant local centres, and taking practical action on climate change through projects like *Getting Off Gas* at Glen Eira Sports and Aquatic Centre and the development of a new *Urban Forest Strategy*.

Together, we will continue building a Glen Eira that is welcoming, resilient and financially sustainable, shaped by the people who live, work and connect here.

Cr Dr Simone Zmood
Glen Eira Mayor



Mayor Cr Dr Simone Zmood opens the *National Reconciliation Week* events at the Glen Eira City Council Gallery, Caulfield, in May 2026.

Foreword

from the Chief Executive Officer



The past year was an important one for Glen Eira City Council as we moved from planning to delivery, translating the ambitions of the *Council Plan 2025–2029* into tangible outcomes for our community.

It was also a significant year for me personally as my first year serving as Chief Executive Officer. During this time, I have had the opportunity to work closely with our Councillors, staff and community as we implemented the foundations established through the *Council Plan* and began delivering on our shared vision for Glen Eira's future. Throughout this period of change and transition, I have been continually impressed by the professionalism, adaptability and commitment of our people, and by the organisation's willingness to embrace innovation while maintaining a strong focus on service delivery and good governance.

With long-term strategies in place and implementation underway, our focus has been on delivering high-quality services, strengthening organisational capability and planning responsibly for the future.

Delivering on our commitments

During 2025–26, we continued to build momentum across the organisation, making strong progress on the priorities identified in the *Council Plan 2025–2029*. Through our annual *Action Plan*, we committed to 90 actions for the year, successfully completing 65 and advancing the remaining initiatives, which will continue into 2026–27. These actions reflect our commitment to delivering the outcomes that matter most to our community. For more information on our performance and progress, see pages 44–101.

We also strengthened the way we coordinate advocacy across the organisation. We endorsed the *Advocacy Priorities* in June 2026 establishing a clear and coordinated approach to engaging with Victorian and Australian governments on the issues that matter most to Glen Eira. Supported by evidence-based planning, strategic partnerships and a focus on securing future opportunities, this work strengthens our ability to deliver better outcomes for our community.

Improving services for a growing community

Providing reliable and future-focused services remained central to our work throughout the year.

A major milestone was the finalisation and implementation of our new long-term waste and recycling service contracts. Informed by extensive community engagement, these contracts are designed to improve service reliability while supporting lasting environmental and sustainability outcomes for Glen Eira.

The contracts also provide flexibility to adapt services over time as technology, community needs and sustainability expectations continue to evolve.

For residents, this will mean more opportunities to recycle and reuse, improved services for apartments and businesses, and new ways to manage hard-to-recycle items, while supporting lower-emission operations and a stronger circular economy.

Building a financially sustainable future

This year, we began implementing our *Financial Sustainability Strategy*, embedding a long-term approach to how we plan, prioritise and deliver services across the organisation. We strengthened long-term financial planning through a refreshed *Financial Plan* and a renewed focus in the *2026–27 Budget and Action Plan* on long-term sustainability.

We also reviewed services, expenditure and asset management to better align resources with community priorities and financial capacity. Key initiatives included establishing a *Strategic Asset Reserve*, progressing fairer user-pays principles through the *Parking Management Strategy*, developing a *Pricing Policy* and aligning capital investment with our *Asset Management Framework*.

Together with a revised borrowings strategy and the implementation of the approved rate cap variation, these reforms are strengthening our financial resilience and ensuring we can continue investing in the services, facilities and infrastructure our community relies on now and into the future.

Across the organisation, we also strengthened our approach to securing external funding, developing evidence-based business cases and working with government agencies and strategic partners to support delivery of our priorities.

Investing in our people and innovation

Our people continue to be our greatest strength and I have been consistently impressed by their capability, resilience and commitment to serving our community.

We remain committed to creating a workplace where employees feel supported, empowered and equipped to succeed. During the year, 21 leaders participated in the *GLOW* leadership program, while our June *2026 Employee Pulse Survey* recorded an engagement score of 68 per cent, placing us in the top quartile compared with other local government organisations.

We also continued implementing our *Gender Equity Action Plan*, reinforcing our commitment to a safe, inclusive and equitable workplace and community where people feel valued, respected and supported to contribute their best.

Investing in our people helps us deliver better outcomes for the community. Alongside this work, we continued strengthening our digital capability and exploring how new technologies can improve the way we work and deliver services.

During the year, we adopted an *Artificial Intelligence (AI) Policy* and *AI Governance Framework* and provided AI training to more than 130 staff. Supported by our AI Community of Practice, these initiatives are helping us build capability while ensuring emerging technologies are used responsibly, safely and effectively.

We also adopted our *Digital and Technology Strategy 2025–2029*, providing a clear roadmap for future digital and technology investment. The *Strategy* will support improved digital services, stronger data management and more efficient service delivery, helping us respond to community needs now and into the future.

Looking ahead

Looking ahead, we remain focused on disciplined delivery, sound governance and long-term planning to support the needs of our growing and diverse community.

We will continue working to deliver sustainable services, responsible financial management and strategic investment that supports community wellbeing, infrastructure and future resilience.

As I reflect on my first year as CEO, I am proud of what we have achieved together. The strong foundations established this year, together with the commitment of our people and the support of our Councillors, position us well to respond to future challenges and opportunities.

I thank our Councillors, staff and community for their continued engagement, professionalism and shared commitment to Glen Eira's future.

Lucy Roffey
Chief Executive Officer

Our services

We deliver more than 120 services to our community. These services are aligned to our *Council Plan 2025–2029* strategic directions. Our services help people feel safe, connected and supported, with a focus on inclusion and access for everyone. We care for places and the environment in ways that support everyday life now and into the future. We also look for practical ways to deliver services that continue to provide value for our community over time.

The following services support the strategic directions.



Community safety, cohesion, health and wellbeing

- Children's services
- Community support
- Culture and celebration
- Glen Eira Leisure
- Immunisations
- Glen Eira Libraries
- Maternal and child health
- Pets and animals
- Public health and safety
- Seniors support
- Residential aged care
- Respect, equity and inclusion
- Youth services



Diverse, welcoming and accessible places

- Business community
- Building and town planning
- Parking
- Parks and sports grounds
- Road and transport infrastructure
- Street and shopping centre amenity
- Strategic place planning
- Transport strategy and education
- Venue management and hire



Environmental stewardship

- Climate action
- Drains and water management
- Rubbish and recycling
- Trees and plants



Innovative and financially sustainable

- Council news and information
- Council decisions
- Our organisation
- Your enquiries and requests
- Your rates

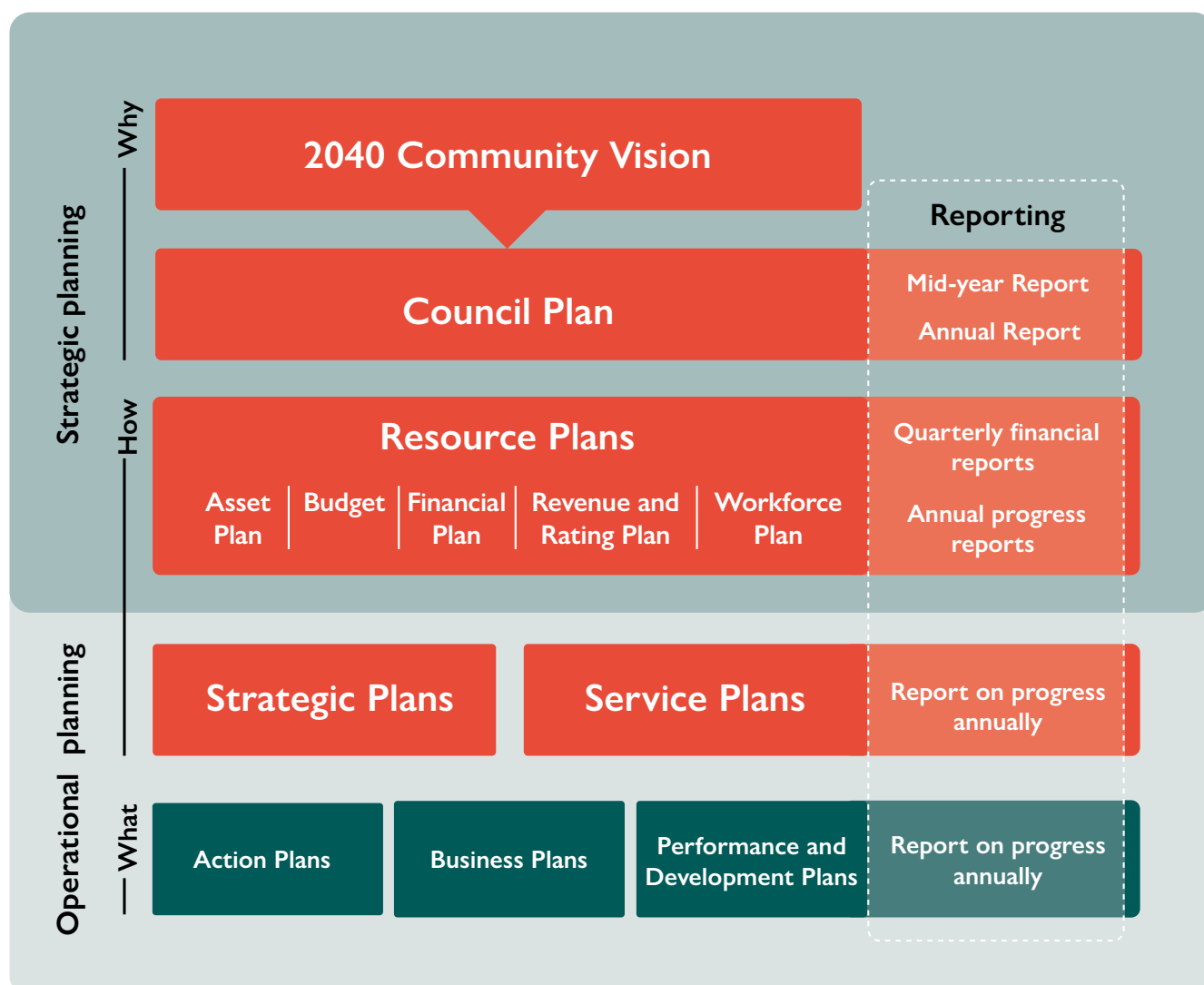
For more information on services funded through the *2025–26 Budget* and who they support, see *Our performance* pages 44–101.

How we plan

Principles and values

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.



Our vision and our values

Glen Eira 2040 Community Vision

Our *Community Vision* describes what our community values and what it wants for the future. It guides our long-term planning and everyday decision-making.

Our *Community Vision* is:

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

This vision is supported by six guiding principles. We will:

- work together
- plan for community resilience
- support an inclusive and healthy community
- maximise and diversify our green and natural spaces
- be proactive in meeting challenges and innovate using evidence-based approaches
- promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression.

Our values

Our values guide how we work with one another and with our community. They shape our culture, inform our decisions and influence how we deliver services and support across the municipality.

These values were developed with input from people across the organisation and reflect what matters to our community.

Our five values are:

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



Community members enjoyed a performance by Mitch Tambo at *Under the Stars* in Packer Park, Carnegie, in February 2026.

Year in review

Our highlights 2025

JULY



- *Library After Dark* transformed Elsternwick Library into a pirate-themed evening of performances, activities and fun.
- The *Different Journeys* swimming program at Glen Eira Sports and Aquatic Centre (GESAC) helped people with autism build confidence and water safety skills.
- New long-term waste and recycling contracts were awarded, supporting reliable services and future innovation.

AUGUST



- Audiences enjoyed *Bacharach and Beyond*, featuring classic hits performed by *The Ambassadors of Love*.
- Residents learnt how to create pollinator-friendly gardens and support local biodiversity through a native bee workshop.
- Community members were invited to help shape Glen Eira's future by joining our new Advisory Committees.

SEPTEMBER



- The *Youth Art Exhibition* showcased the creativity and talent of young local artists.
- *Groove and Graze* brought residents together for live music, food and community connection.
- A new Carnegie Library booklocker made it easier for residents to borrow and return library items.

OCTOBER



- The *Glen Eira Seniors Festival* and our first *Healthy Ageing Expo* celebrated older residents, connection and active ageing.
- *Diwali* celebrations brought the community together to celebrate culture and diversity.
- *National Carers Week* recognised the important contribution carers make to families and the community.

Our highlights 2025–2026

NOVEMBER



- The *Glen Eira Business Excellence Awards* celebrated outstanding local businesses.
- Family sessions helped parents and carers support healthy technology use and positive body image.
- *Rolling Shows* brought live music, local makers and the community together at Rippon Lea Estate.

JANUARY



- *Summer Pride* at GESAC celebrated diversity and inclusion.
- *Kids and Families Take Over the Gallery* inspired creativity and learning.

DECEMBER



- *Carols in the Park* brought the community together for a festive evening of music, entertainment and family fun.
- *International Day of People with Disability* was celebrated at GESAC, promoting inclusion, participation and connection.
- The Bentleigh Hodgson Reserve upgrade was officially opened, delivering improved facilities for local sport and recreation.

FEBRUARY



- Funding was secured for a future park at the former East Boundary Road Traffic School site.
- *Lunar New Year* celebrations welcomed the *Year of the Horse* and celebrated cultural diversity.
- *Under the Stars* brought the community together for free outdoor entertainment.

Our highlights 2026

MARCH



- *Playspot Playgroup* helped young children, parents and carers play, connect and learn.
- The *Stage is Hers* celebrated *International Women's Day* with an evening of comedy, conversation and connection.
- The *Active Communities* program encouraged residents to improve their health and wellbeing through free activities.

MAY



- *National Reconciliation Week* encouraged reflection and strengthened relationships with First Nations peoples.
- *Community Planting Week* brought volunteers together to enhance local parks and biodiversity.
- The *Glen Eira Repair Café* helped residents repair broken items, learn new skills and reduce waste.

APRIL



- *Bounce Patrol* entertained children and families with a live performance.
- Construction began on the new Mackie Road Pavilion, creating a more accessible and welcoming community facility.
- *Groove and Graze* brought the community together for music, food and connection.

JUNE



- A new cycling pavilion at Packer Park opened, creating more opportunities for people to get active and connect.
- *Volunteer Recognition Awards* celebrated 200 local volunteers from 39 community organisations.
- The *Glen Eira Storytelling Festival* brought people together through stories, music, performance and conversation.

Capital works

snapshot

During 2025–26, we invested \$20.9 million completing 71 capital works projects across Glen Eira. These projects improved local roads, footpaths, parks, sporting facilities, community buildings, drainage infrastructure and sustainability initiatives, helping create safe, accessible and sustainable places for our community.

The 2025–26 capital works program included 114 projects.
At 30 June 2026:

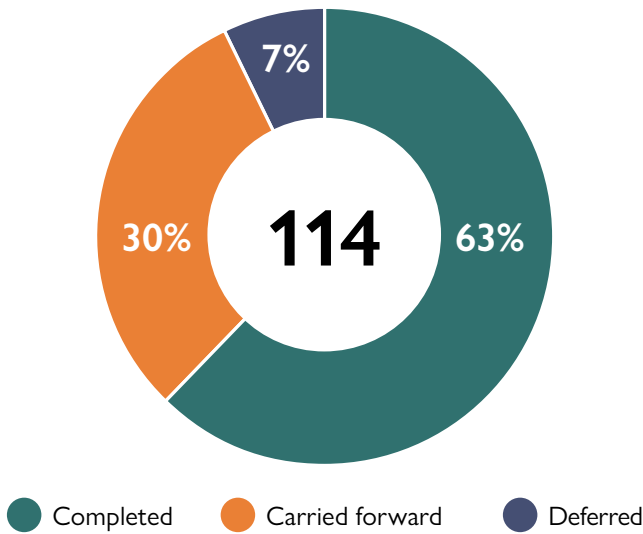
- 71 projects were completed
- 35 projects were carried forward (projects that will continue into the next financial year)
- eight projects were deferred.

Most projects in the capital works program were completed or substantially progressed during the year. Several large-scale projects, including major sporting, streetscape, drainage, sustainability and building renewal initiatives, will continue into 2026–27 as part of our long-term investment in community infrastructure.

Projects requiring additional time were mainly affected by factors such as construction market conditions, contractor availability, permit approvals, utility service coordination and weather-related delays.

We continue to actively monitor these projects to ensure delivery outcomes are achieved. We remain focused on delivering value for money and ensuring community benefits are realised where possible. Several projects were completed under budget or generated savings that could be redirected to other priority works, while some projects were rescheduled into future years to align funding, procurement or construction timeframes.

Projects



FAST FACTS



44,000
SQUARE METRES OF ROADS
RESURFACED



12,500
SQUARE METRES OF
FOOTPATHS RENEWED



6
SCHOOL AND SHOPPING
CENTRE LOCATIONS MADE
SAFER



\$422,743
INVESTED IN DISABILITY
ACCESS IMPROVEMENTS

Key achievements

The year's achievements demonstrate our ongoing commitment to maintaining and improving the infrastructure, facilities and public spaces that help make Glen Eira a safe, connected and thriving community.

- 23 roads resurfaced through the *Local Road Resurfacing Program*
- 18 footpath grinding areas completed to improve accessibility and safety
- 100 per cent of planned footpath renewal works complete
- Road safety improvements delivered around schools and shopping centres including splitter islands, crossings and safety audits
- New multipurpose sporting facilities completed at Murrumbeena Park and Bentleigh Hodgson Reserve
- More accessible community infrastructure delivered, including parking improvements, *Disability Discrimination Act* upgrades and public realm enhancements.

APPROVED BUDGET 2025–26*	ADJUSTED SPEND AT 30 JUNE	ACTUAL SPEND 2025–26	CARRY FORWARD TO 2026–27	MULTI-YEAR PROJECTS CARRYING FORWARD INTO 2026–27
\$34,711,375 114 projects	\$28,767,177	\$20,933,391	\$4,473,970 30 projects	\$2,099,116 5 projects

* including grants and carry forwards.



L–R: Representatives from the Bentleigh Football and Netball Club with Deputy Mayor Cr Li Zhang, Cr Arabella Daniel, CEO Lucy Roffey, Cr Margaret Esakoff, Cr Kay Rimbaldo, The Hon. Nick Staikos MP, Mayor Cr Dr Simone Zmood, Cr Jane Karslake, Cr Luca Ragni, Cr Kimberley Young and Cr Sam Parasol, attend the opening of the brand-new netball training court and upgraded cricket training facilities at Bentleigh Hodgson Reserve, Bentleigh in December 2025.

Our engagement

Engaging with our community is at the heart of how we make decisions. Every conversation, survey response and piece of feedback helps us better understand community priorities and shape the services, projects and programs that support Glen Eira.

This year, we continued to create opportunities for people to have their say and listened carefully to what they told us, not only about important local issues but also about how they want to engage with Council.

In the 2025–26 financial year, we delivered 26 engagement opportunities for community feedback across 20 projects. Some projects included multiple opportunities for participation, combining broad community engagement with targeted conversations to better understand the views of people directly affected by proposed changes.

Across these activities, our community shared more than 8,400 contributions through surveys, polls and social maps, helping inform our decisions, plans, services and projects.

Community members told us they value being involved in decisions that affect them and want greater clarity about

how their feedback is used. In response, we developed the *Engagement and Insights Roadmap 2025–2029*, which sets a clear direction for how we will strengthen community engagement across the organisation.

The roadmap will help us make better use of community insights, reduce duplicate consultation, improve transparency and focus engagement where it can have the greatest impact. It also strengthens how we measure success and communicate outcomes back to the community.

As we move into implementation, our focus is on building a more consistent and effective approach that respects people's time, values their contribution and ensures community insight continues to play a meaningful role in our decision-making. Our goal is simple: to make it easier for people to have their say and clearer how their input helps shape Glen Eira's future.

The following page highlights a selection of engagement activities undertaken during the year and the impact community feedback had on our initiatives and decisions.

To explore all engagement projects and outcomes, visit Have Your Say Glen Eira at www.haveyoursaygleneira.com.au

FAST FACTS



8,485

CONTRIBUTIONS VIA
SURVEYS, POLLS AND
SOCIAL MAPS



55,679

HAVE YOUR SAY
WEBSITE VIEWS



42,506

TOTAL DOWNLOADS OF
PROJECT DOCUMENTS



1,935

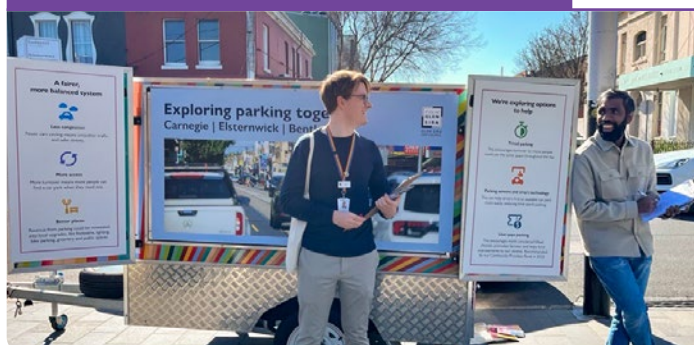
IN-PERSON INTERACTIONS
ACROSS 48 POP-UPS

COMMUNITY PLACE PROJECT



We engaged on the *Community Place Project* through a simple and accessible process, receiving 19 submissions from across Glen Eira. Community ideas focused on practical and creative ways to improve local neighbourhoods, with a strong emphasis on public art and activities that bring people together. Three projects were selected, including a mini community art gallery at the Carnegie Library and Community Centre forecourt and a street pole art project (pictured) in McKinnon delivered by a local artist and community volunteers. These projects reflect community interest in creating welcoming, vibrant and connected local spaces.

EXPLORING PARKING TOGETHER



Exploring parking together was the largest engagement in Council's history, with almost 5,000 contributions across the Carnegie, Elsternwick and Bentleigh activity centres. Community members shared their views through an online survey, community meetings, trader discussions and pop-ups. Feedback showed most participants did not support paid parking, directly informing our decision not to proceed with paid parking for at least 12 months. Community input also helped shape a staged, evidence-based approach to introducing smart parking sensors to better understand demand and support future parking management.

SPORTSGROUND ALLOCATION POLICY



We engaged on the *Sportsground and Associated Facilities Allocation Policy* using a staged approach, working with local sporting clubs and associations before seeking broader community input. We received more than 260 contributions, including input from 19 clubs and 87 club representatives who helped shape the draft policy. Participants strongly supported a fair, transparent and easy-to-understand allocation system that continues to support local clubs and community sport. Community input helped strengthen the final *Policy and User Guide*, which were drafted for adoption at the August 2026 Council meeting.

ACTION PLAN AND BUDGET 2026–27



We engaged on the 2026–27 *Action Plan and Budget*, bringing these together for the first time to support clearer community input on priorities and funding. The community provided 367 contributions, with key themes including community safety and inclusion, environmental sustainability, active transport, vibrant activity centres, and value for money and financial sustainability. Feedback broadly supported the draft *Action Plan and Budget*, confirming alignment with community priorities and informing implementation of the *Action Plan*.

Advocacy

at work

Advocating for what matters most to the Glen Eira community is one of our most important roles. Through our *Advocacy Priorities 2025–26*, endorsed by Council in October 2025 and aligned with our *Council Plan 2025–2029*, we worked with all levels of government, peak bodies, industry and community partners to secure support, funding and partnerships for projects, services and policies that benefit our community now and into the future.

Safe, supported and inclusive communities

Under this priority, we advocated for investment in a community hub in Elsternwick, the revitalisation of Koornang Road and improvements to Centre Road. We also supported initiatives that strengthen community safety, inclusion and local responses to homelessness.

Future-ready places built for everyone

We championed projects that improve open space, recreation opportunities and local connectivity, including new open space in Elsternwick, the transformation of Mackie Road Reserve, the development of a flourishing park at Ames Avenue/Rosstown in Carnegie, Porter Road Park and the Elsternwick Green Link.

Resilient communities running on clean energy

We promoted initiatives to accelerate the transition away from gas, enhance the Glen Huntly Road streetscape and implement our *Urban Forest Strategy* to support a more sustainable future.

Fair and sustainable funding and smarter partnerships

We continued to advocate for simpler funding arrangements, an end to cost shifting to local government, stronger recognition of our role in shaping communities, and expanded procurement partnerships that deliver better value and outcomes for residents

Through this work, we secured more than \$5.9 million in funding aligned with our advocacy priorities, influenced decision-making and strengthened partnerships that will benefit our community for years to come.

FAST FACTS



65

CONNECTIONS
WITH GOVERNMENT AND
SECTOR LEADERS



270

ACTIONS
CHAMPIONING LOCAL
PRIORITIES



\$5.9

MILLION
IN FUNDING SECURED

Key advocacy achievements

During the year, we delivered more than 270 advocacy actions, including meetings, letters and submissions on issues that matter to the Glen Eira community, such as a submission to the Australian Government's Royal Commission on Antisemitism and Social Cohesion.

More than 65 engagements with local Members of Parliament, government agencies and state and national peak bodies helped advance planning, community safety and social cohesion across Glen Eira.

This work secured more than \$5.9 million in funding aligned with our advocacy priorities, including:

- \$2.5 million from the Australian Government to transition Glen Eira Sports and Aquatic Centre in Bentleigh East off gas, supporting our climate action objectives and helping reduce emissions from one of our most-used community facilities
- \$1.5 million to upgrade Packer Park Pavilion in Carnegie, improving access to community sporting facilities and supporting greater community participation in local sport
- more than \$880,000 for road safety improvements, including upgrades to the Poath Road/Kangaroo Road intersection, raised priority crossings on St Georges Road in Elsternwick, targeted road safety initiatives and new raised pedestrian crossings

- \$405,300 through the *Local Sport Infrastructure Fund* for upgrades to the Glen Huntly Pavilion, improving facilities for local sporting clubs and participants
- \$250,000 for upgrades to the former East Boundary Road Traffic School site, supporting road safety education for local children and families
- more than \$227,000 for lighting and public space upgrades across Elsternwick, Koornang Park, Murrumbeena Park and Bentleigh Reserve, improving safety and extending community access to local open spaces
- \$110,000 through the *Business Acceleration Fund* for the digitisation of Council records, improving efficiency and accessibility of Council services
- \$55,000 to support extended operating hours and safe access initiatives at the Bentleigh Library and Youth Hub and Elsternwick Library, helping more people access community spaces, programs and services.

We also developed advocacy priorities for the electorates of Bentleigh, Oakleigh and Caulfield ahead of the Victorian State Election in November 2026, positioning Council to continue advocating for investment and outcomes that reflect the needs and aspirations of the Glen Eira community.



L-R: Cr Luca Ragni, CEO Lucy Roffey, Carnegie Caulfield Cycling Club President Linda Hunter, Club Volunteer and Life Member Mick Hollingworth, Club Treasurer Matt Hol, Clare O'Neil MP Member for Hotham, Minister for Housing, Minister for Homelessness and Minister for Cities, Mayor Cr Dr Simone Zmood, Club Secretary Robin Donohue, Deputy Mayor Cr Li Zhang, John Cartwright and Cr Jane Karslake attend the opening of the new cycling pavilion and club rooms at Packer Park, Carnegie in June 2026.

Financial summary

Glen Eira spent \$224.77 million providing services, programs and facilities for our community in 2025–26. We managed \$3 billion in community assets and invested \$20.93 million in infrastructure, helping to maintain the roads, footpaths, parks, buildings and public spaces that our community rely on every day.

We continued to manage our finances responsibly while investing in the services and infrastructure that support our community. We recorded an operating surplus of \$13.08 million, maintained a strong cash and investment position of \$94.88 million, and reduced borrowings to \$47.61 million.

While the reported operating surplus was \$13.08 million, this result includes the prepayment of *Financial Assistance Grants* and capital grants, which do not reflect our normal ongoing operations.

After adjusting for these one-off and non-operational items, the underlying operating surplus was approximately \$4.45 million.

As at 30 June 2026, we held \$94.88 million in cash and investments. However, most of these funds are committed to meeting short-term obligations, delivering approved capital works, maintaining reserves and funding other long-term commitments. After allowing for these commitments, approximately \$5.4 million remained available for discretionary use.

We also continued to strengthen our balance sheet by reducing borrowings by \$12.26 million, bringing total borrowings down to \$47.61 million at 30 June 2026.

While rising costs continue to place pressure on local government, we remain focused on delivering value for the community, maintaining essential services and investing in the infrastructure needed now and into the future.

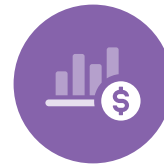
FAST FACTS



\$237.86
MILLION
INCOME RECEIVED



\$224.77
MILLION
EXPENDITURE



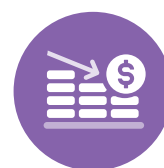
\$13.08
MILLION
OPERATING SURPLUS



\$20.93
MILLION
COMMUNITY ASSETS
DELIVERED



\$94.88
MILLION
CASH AND INVESTMENTS

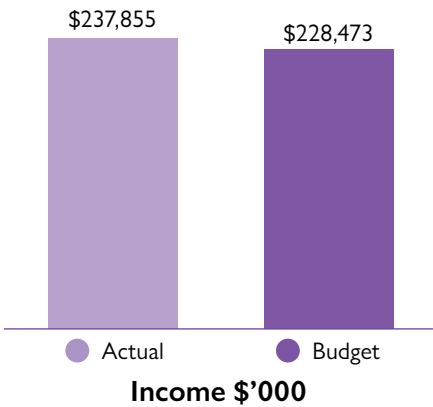


\$12.26
MILLION
REDUCTION IN
BORROWINGS

Where did our money come from?

We received \$237.86 million income from a range of sources to deliver services and maintain community infrastructure. Rates and charges remain our main source of income, supported by grants, fees and charges, investment income and contributions for community infrastructure projects

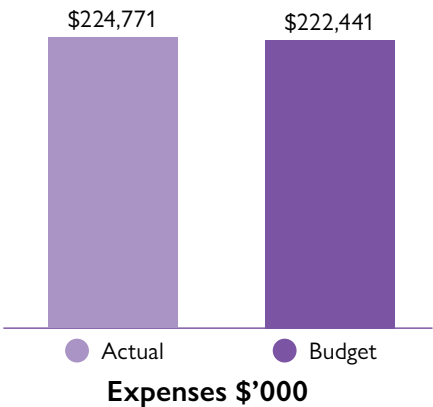
TOTAL INCOME BY CATEGORY	2025–26
Rates and charges	\$148.3 million
User fees	\$31.1 million
Grants	\$29.9 million
Statutory fees and fines	\$13.5 million
Contributions	\$7.5 million
Other revenue	\$7.5 million



Where was our money spent?

We spent \$224.77 million delivering services and maintaining the facilities and infrastructure that support our community. This includes employee costs, parks, roads, footpaths, recreational facilities, community buildings, libraries, aged care services and other essential local services.

TOTAL EXPENDITURE BY CATEGORY	2025–26
Employee costs	\$93.2 million
Materials and services	\$87.8 million
Depreciation	\$32.6 million
Other expenses	\$7.5 million
Borrowing and finance costs	\$2.5 million
Net (loss) on sale/disposal of assets	\$1.2 million



Operational expenses by Council Plan 2025–2029 strategic directions

STRATEGIC DIRECTION	SPEND
Community safety, cohesion, health and wellbeing	\$66.1 million
Diverse, welcoming and accessible places	\$44.4 million
Environmental stewardship	\$31.4 million
Innovative and financially sustainable	\$46.8 million
Total	\$188.7 million

For more information on services funded through the 2025–26 Budget and who they support, see Our performance pages 44–101.

For detailed financial information, see Our finances on pages 120–125.

Our Council



Role of Councillors

Our City consists of nine wards, with one Councillor representing each ward. Under the *Local Government Act 2020*, Councillors have a legislated role to represent their community, make decisions and provide strategic leadership for the City.

Councillors are elected to represent their community and help guide our direction.

Each Councillor's role includes:

- taking part in Council decision making
- representing the interests of the local community when decisions are made
- helping to set our long-term direction by developing and reviewing key strategic documents, including the *Council Plan*.

When carrying out their role, Councillors must:

- consider the diverse needs and views of the community
- support our role as a governing body
- recognise and support the role of the Mayor
- act lawfully and in line with their oath or affirmation of office
- follow the Model Councillor Code of Conduct
- comply with our policies and procedures that support good governance.

Councillors do not perform the day-to-day management or operational duties of the Chief Executive Officer.



L–R: Cr Kimberley Young, Cr Kay Rimbaldo, Cr Margaret Esakoff, Deputy Mayor Cr Li Zhang, Mayor Cr Dr Simone Zmood, Cr Jane Karlslake, Cr Luca Ragni, Cr Sam Parasol and Cr Arabella Daniel.

Councillors and wards

Our Councillors and wards

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:



Bamba Ward
Cr Margaret Esakoff
M: 0407 831 893
E: MEsakoff@gleneira.vic.gov.au



Booran Ward
Cr Jane Karslake
M: 0403 249 841
E: JKarslake@gleneira.vic.gov.au



Caulfield Park Ward
Cr Sam Parasol
M: 0466 372 822
E: SParasol@gleneira.vic.gov.au



Jasper Ward
Cr Arabella Daniel
M: 0418 124 091
E: ADaniel@gleneira.vic.gov.au



Murrumbeena Ward
Cr Kimberley Young
M: 0467 312 854
E: KYoung@gleneira.vic.gov.au



Moorleigh Ward
Cr Kay Rimbaldo
M: 0482 838 711
E: KRimbaldo@gleneira.vic.gov.au



Murrumbeena Ward
Cr Luca Ragni
Deputy Mayor
(November 2024–2025)
M: 0419 525 263
E: LRagni@gleneira.vic.gov.au



Orrong Ward
Cr Dr Simone Zmood
Mayor
M: 0466 469 776
E: SZmood@gleneira.vic.gov.au



Wattle Grove Ward
Cr Li Zhang
Deputy Mayor
(November 2025–onwards)
M: 0499 357 262
E: LZhang@gleneira.vic.gov.au

Councillor governance and accountability

Election of the Mayor and Deputy Mayor

The Councillors elect our Mayor and Deputy Mayor for one-year terms. On 18 November 2025, Councillor Dr Simone Zmood was elected Mayor for a second term and Councillor Li Zhang 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 *Model Councillor Code of Conduct*.



Councillors attended a reception recognising Order of Australia recipients from Glen Eira, Bayside and Kingston councils at Glen Eira Town Hall in September 2025.

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 Councillor Code of Conduct* when they take and sign an Oath or Affirmation of Office at the start of their term. There were no breaches of the *Code of Conduct* in 2025–26.

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 two conflicts of interest at Council meetings in 2025–26.

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 on 3 September 2024.

Looking ahead, at its meeting on 28 April 2026, Council resolved to move to a monthly schedule for Ordinary Council meetings from the 2026–2027 financial year. The revised meeting schedule reflects the broad range of Councillor responsibilities, including governance, community engagement, advocacy, professional development and oversight of major projects and long-term planning.

There were 16 ordinary meetings and two special meetings for the 2025–26 financial year.

The following table outlines Councillor attendance during 2025–26.

COUNCILLOR	ORDINARY MEETING	SPECIAL MEETING
Cr Arabella Daniel	16	2
Cr Margaret Esakoff	16	2
Cr Jane Karlake	15	2
Cr Sam Parasol	13	2
Cr Luca Ragni	15	2
Cr Kay Rimbaldo	16	2
Cr Kimberley Young	15	2
Cr Li Zhang	16	2
Cr Dr Simone Zmood	14	2

Councillor allowance 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. The allowance includes 12 per cent of superannuation and Councillors may choose to direct this contribution to their superannuation.

The following table outlines allowances received by the Mayor, Deputy Mayor and Councillors during 2025–26.

COUNCILLOR	ALLOWANCE
Cr Arabella Daniel	\$41,992
Cr Margaret Esakoff	\$41,992
Cr Jane Karlake	\$41,992
Cr Sam Parasol	\$41,992
Cr Luca Ragni Deputy Mayor (November 2024–25)	\$53,238
Cr Kay Rimbaldo	\$41,992
Cr Kimberley Young	\$41,992
Cr Li Zhang Deputy Mayor (November 2025–current)	\$61,067
Cr Dr Simone Zmood Mayor (November 2024–current)	\$144,628

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 *Councillor Civic Support and Expenses Policy*, which was last adopted on 25 February 2025, set out the allowed requirements for professional development expenditure.

The following table outlines expenses and reimbursements paid to Councillors during 2025–26.

COUNCILLOR	TRAVEL	PROFESSIONAL DEVELOPMENT	SUPPORT THE PERFORMANCE OF THE ROLE	TOTAL
Cr Arabella Daniel	\$322	\$6,618.80	\$710.00	\$7,650.80
Cr Margaret Esakoff	\$85.00	\$18.95	\$710.00	\$813.95
Cr Jane Karslake	\$0.00	\$10,185.57	\$785.00	\$10,970.57
Cr Sam Parasol	\$329.00	\$1,220.03	\$1,068.00	\$2,617.03
Cr Luca Ragni	\$298.00	\$2,750.22	\$862.00	\$3,910.22
Cr Kay Rimbaldo	\$0.00	\$0.00	\$710.00	\$710.00
Cr Kimberley Young	\$0.00	\$5,019.67	\$779.00	\$5,798.67
Cr Li Zhang	\$0.00	\$11,290.93	\$744.00	\$12,034.93
Cr Dr Simone Zmood	\$1,643.00	\$19,619.18	\$796.00	\$22,058.18
Total	\$2,677	\$56,723.35	\$7,164	\$66,564.35

Expenses definitions

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 and interstate conferences, functions, seminars, memberships and one-off or short-term training courses. Professional development also include travel costs associated with interstate conferences. 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. Higher costs for the Mayor and Deputy Mayor reflect mandatory training requirements under the Act.

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.

To find out more Councillors conduct and disclosure, visit our website www.gleneira.vic.gov.au/about-council/councillors/conduct-and-disclosure

Staff gathered at the annual recognition event at Glen Eira Town Hall in July 2025 to celebrate years of service and outstanding contributions to the organisation.



Our organisation

Our leadership team

The Executive Leadership Team supports the Chief Executive Officer in delivering our strategic objectives and providing effective governance, leadership and operational management across the organisation.

Following the resignation of Rebecca McKenzie, Lucy Roffey commenced as Chief Executive Officer on 4 August 2025.

The Executive Leadership Team comprises leaders responsible for community wellbeing, customer and corporate affairs, planning and place, sustainability, assets and leisure, and financial management.

Together, the team is accountable for delivering the *Council Plan 2025–2029* and ensuring our services and programs meet the needs of the Glen Eira community.

Executive Leadership Team members

- Lucy Roffey, Chief Executive Officer
- Jane Price, Director Community Wellbeing
- Kellie Vise, Director Customer and Corporate Affairs
- Rosa Zouzoulas, Director Planning and Place
- Niall McDonagh, Director Sustainability, Assets and Leisure
- John Vastianos, Chief Financial Officer



Front row (L–R): Chief Executive Officer Lucy Roffey, Director Customer and Corporate Affairs Kellie Vise and Director Sustainability, Assets and Leisure Niall McDonagh.

Back row (L–R): Director Community Wellbeing Jane Price, Director Planning and Place Rosa Zouzoulas and Chief Financial Officer John Vastianos.

Organisational structure



Organisation structure
as at 30 June 2026.

Our people

As well as being a service provider, we are one of Glen Eira's largest employers with a workforce of 707.6 full-time equivalent (FTE) staff, comprising of 1,414 employees, with more than 550 staff working in Glen Eira Leisure.

Our permanent and fixed-term staff turnover for 2025–26 was 14.6 per cent (114 staff). This included voluntary turnover, contract completions, redundancies, employees not meeting the requirements of their role and other reasons.

Voluntary turnover was 10.5 per cent (82 staff), including resignations, retirements, transfers to other councils or other opportunities.

In total, 282 staff left Council (including casual staff), resulting in an overall turnover rate of 19.9 per cent. Of these, 153 staff left voluntarily, representing an overall voluntary turnover rate of 10.8 per cent.

Our turnover continues to reflect a competitive labour market. We continue to invest in the development, leadership, wellbeing and recognition of our staff.

The following table outlines the number and full-time equivalent (FTE) staff by employment classification as of 30 June 2026.

EMPLOYMENT CLASSIFICATION	FTE WOMEN	FTE MEN	FTE PERSONS OF SELF-DESCRIBED GENDER*	FTE TOTAL	HEADCOUNT
Band 1	0	0	0	0	0
Band 2	42.6	10	0	52.5	101
Band 3	9.8	28.9	0	38.7	61
Band 4	48.9	25.3	0	74.2	96
Band 5	45.3	31	0	76.3	83
Band 6	63.1	42	0	105	117
Band 7	41.9	33.80	0	75.7	79
Band 8	22.5	21	0	43.5	45
Senior officers (above Band 8)	17	15	0	32	32
Other	0	4.6	0	14.2	16
Nurses	34.2	2.3	0	36.5	78
School-crossing supervisors	5.1	6.8	0	11.88	94
Glen Eira Leisure employees	60.9	49.3	0	108.16	552
Library employees	29.1	7.9	0	37	59
Total	429.9	277.7	0	707.6	1,414

Limited data was available on persons of self-described gender and most intersectionality dimensions for this 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. Four self-described gender FTEs have been excluded from this data, as the staff members indicated they did not wish to be identified.

Key achievements and changes

We continue to invest in the development, leadership, wellbeing and recognition of our staff.

Twenty-one leaders participated in the *GLOW* leadership program in 2025–26. The program is designed to support our leaders to lead with purpose, engagement and empathy now and into the future.

In June 2026, we undertook an *Employee Pulse Survey* which measured organisational engagement at 68 per cent. This result places us in the 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 2026 and will recognise 114 individuals and 27 groups or teams for their contributions to the organisation above and beyond the normal expectations of their role. We will be recognising 36 employees for their years of service, from 15 to 55 years of service.

Major changes

During 2025–26, several organisational changes were made to support the delivery of our strategic priorities and strengthen service delivery.

In late 2025, the Community and Economic Development function was reviewed to better support the integrated *Council Plan 2025–2029*, with an increased focus on community diversity and inclusion.

The People and Culture department led the development of an integrated *People Plan 2026–2029* and realigned resources to support its implementation and the delivery of our strategic objectives.

In June 2026, Council resolved to explore expressions of interest for the sale of Warrawee, our aged care facility. Planning and consultation with residents, families, staff and the broader community is underway. We remain committed to ensuring continuity of care and support for residents throughout this process.



Staff attended the *Business Planning Showcase* in July 2025 and heard panellists share achievements and future challenges.

Other organisational changes during the year included the realignment of the Digital and Technology Services department following the adoption of the *Digital and Technology Strategy 2025–2029*. The changes introduced a new operating model focused on technology, cyber security, information governance, data and enterprise solutions, strengthening service delivery and internal capability. The People and Culture department also transitioned from reporting directly to the Chief Executive Officer to become part of the Customer and Corporate Affairs directorate, improving alignment with our corporate and enabling functions.

To support the *Council Plan 2025–2029*, the City Strategy and City Design teams were established within the City Futures area to better integrate planning, transport and design functions. A dedicated Property Strategy department was also established within the Planning and Place directorate to strengthen long-term asset planning and support our financial sustainability.

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 peoples, LGBTIQ+ communities, gender-diverse people and people with disability. We do not tolerate discrimination and have robust policies, procedures and support mechanisms in place to foster a safe, respectful and inclusive workplace for all employees.

Our *Equal Employment Opportunity* program aims to promote equal opportunity and protect current and prospective employees from workplace discrimination. The *Program* includes training and awareness initiatives for both new and existing employees and is supported by a network of trained contact officers who provide confidential assistance to employees who believe they have experienced discrimination, bullying, sexual harassment or vilification in the workplace.

Through our policies, programs and initiatives, we promote equal employment opportunities and compliance with relevant Commonwealth and Victorian legislation, including:

- *Fair Work Act 2009 (Cth)*
- *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022 (Cth)*
- *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)*

We remain dedicated to creating a workplace where everyone is respected, valued and empowered to contribute and succeed.

Health safety and wellbeing

We remain committed to providing a safe, healthy and supportive workplace for our people.

In 2025, we completed our *Health, Safety and Wellbeing Strategy 2022–2025*. This delivered key improvements in injury prevention, early intervention and employee engagement.

Building on this work, we have introduced a new *Health, Safety and Wellbeing Plan 2026–2029*. The *Plan* strengthens our proactive, prevention-focused approach to safety, health and wellbeing.



Staff gathered outside Glen Eira Town Hall to celebrate IDAHOBIT in May 2026 and recognise the importance of LGBTIQ+ inclusion in the workplace.

Gender Equality Action Plan

Our *Gender Equality Action Plan 2026–2030 (GEAP)* sets out how we'll continue building a fairer, more inclusive workplace over the next four years. The *Plan* is informed by workforce data, staff feedback and our obligations under the *Gender Equality Act 2020 (Vic)*.

The *GEAP* outlines the actions and priorities that will guide our approach to advancing gender equality across the organisation. It focuses on creating fair opportunities for career progression and leadership, strengthening flexible work and pay equity, and fostering a safe, respectful and inclusive workplace for everyone.

The *Plan* outlines priorities that will guide our approach to advancing gender equality across the organisation and was approved by our Executive Leadership Team in April 2026. It focuses on practical, meaningful actions that support lasting positive change for our people and workplace culture.

As part of our obligations under the *Gender Equality Act 2020 (Vic)*, we submitted our *Plan* in April 2026 to the Commission for Gender Equality in the Public Sector.

The following table outlines our full-time equivalent (FTE) workforce by directorate, employment status and gender as of 30 June 2026.

EMPLOYMENT CLASSIFICATION	CITY MANAGEMENT	COMMUNITY WELLBEING	CUSTOMER AND CORPORATE AFFAIRS	PLANNING AND PLACE	SUSTAINABILITY, ASSETS AND LEISURE	TOTAL
Permanent full time (women)	20	45	54	40	46	205
Permanent full time (men)	11	17	29	34	109	200
Permanent full time (self-described gender)	0	0	0	0	0	0
Permanent part time (women)	3.4	105.8	25.3	15.9	22.7	173.2
Permanent part time (men)	1.3	13.3	3.7	4.9	9	32.2
Permanent part time (self-described gender)	0	0	0	0	0	0
Casual (women)	0	13.7	1	2.8	34.3	51.8
Casual (men)	0	2.8	1	4.5	37.1	45.4
Casual (self-described gender)	0	0	0	0	0	0
Total	35.7	197.6	114	102.1	258.2	707.6

Limited data was available on persons of self-described gender and most intersectionality dimensions for this *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. Four self-described gender FTEs have been excluded from this data, as the staff members indicated they did not wish to be identified.



Our performance

Overview

During 2025–26, we delivered a wide range of initiatives and programs that strengthened community wellbeing, enhanced local places, advanced environmental stewardship and reinforced our long-term financial sustainability.

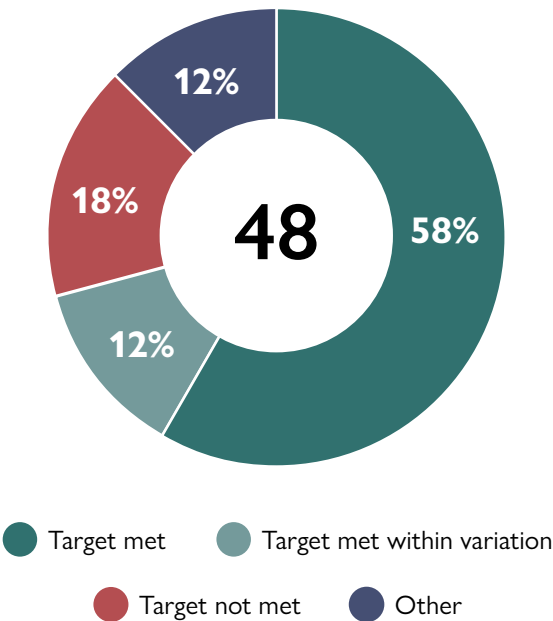
We completed 65 of 90 actions and progressed a further 25 actions that will continue into 2026–27. We achieved 34 strategic indicators, while eight indicators were not met and six are still being established, assessed over longer reporting cycles or awaiting future data. Together, these results demonstrate continued progress towards the vision set out in the *Council Plan 2025–2029* and the long-term outcomes for our community.

While many targets were achieved, some challenges remain. Several infrastructure projects, strategic initiatives and environmental programs will continue into 2026–27 due to their scale, complexity and multi-year delivery timeframes.

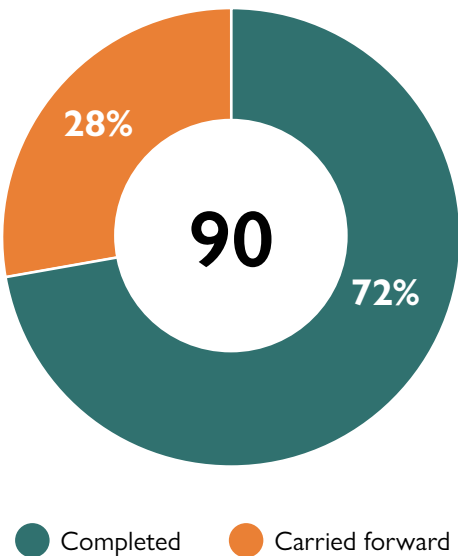
Some indicators relating to community safety after dark, consultation and engagement, customer service response times and digital service uptake did not meet target. Investment in open space, activity centres and active transport was below target, reflecting revised delivery times and the staged delivery of complex infrastructure and place-based projects. These projects continued to progress through planning, design and early delivery phases and will carry forward into 2026–27.

While expenditure was lower than anticipated during the year, progress continued across several initiatives that will be completed over future reporting periods. At the same time, investment in disability access improvements exceeded target as we progressed accessibility upgrades across community facilities and public spaces. These areas will remain a focus as we continue working towards the long-term outcomes set out in the *Council Plan*.

Strategic indicators



Major initiatives and actions



Community safety, cohesion, health and wellbeing



We made strong progress towards creating a safer, more connected and healthier community. During 2025–26, we completed 21 of 25 actions and achieved nine of 11 measurable strategic indicators. A further three indicators are being established and two are assessed every three years in line with their broader data collection cycles. Results showed strong community satisfaction with cultural activities, arts centres and libraries, quality of life, opportunities to participate in community life, and maternal and child health services.

Our investment in community connection, inclusion and cultural participation contributed to positive outcomes across the community. Community satisfaction with cultural activities and with arts centres and libraries exceeded target, supported by diverse events, festivals, library programs and initiatives that brought people together and celebrated Glen Eira's diversity. More residents also reported opportunities to be active and involved in community life, while quality of life remained high and 154 community groups received grant funding, exceeding target.

We continued to support physical and mental health and wellbeing through recreation, health promotion and family support programs. Leisure memberships exceeded target and participation in maternal and child health programs remained strong, supported by active recreation opportunities, preventative health initiatives and programs that encouraged healthy lifestyles and community wellbeing.

While most targets were achieved, challenges remain. Community perceptions of safety after dark and immunisation attendance were below target, and work on the *Community Safety Framework* will continue into 2026–27. We will continue working with our community, service providers and other partners to address these areas and build on the positive outcomes achieved during the year.

FAST FACTS



20,364

COMMUNITY MEMBERS
ATTENDED EVENTS
AND FESTIVALS



110

SWIMMING LESSON
SESSIONS FOR CULTURALLY
AND LINGUISTICALLY
DIVERSE COMMUNITY



200+

VOLUNTEERS RECOGNISED
THROUGH OUR VOLUNTEER
RECOGNITION AWARDS



59,698

GLEN EIRA LIBRARIES
MEMBERS

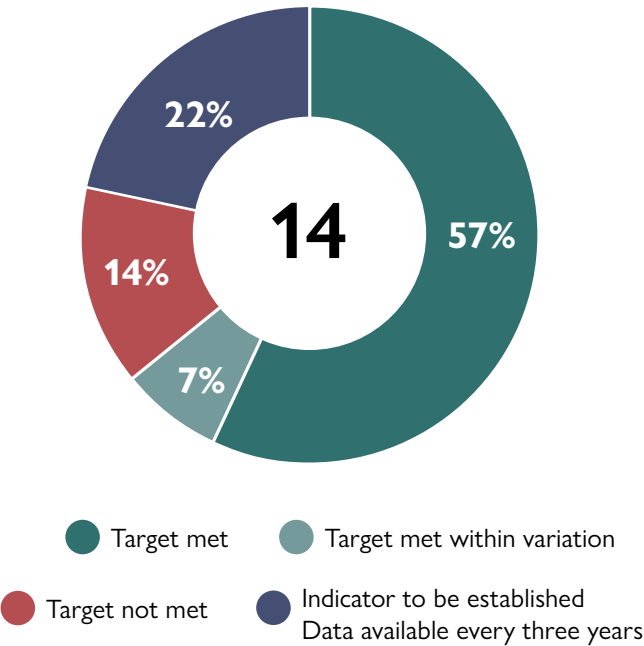
Key highlights

- Community satisfaction with cultural activities reached 70, exceeding the target of 66, supported by inclusive events, festivals and neighbourhood programs that brought people together.
- Community satisfaction with arts centres and libraries reached 77, exceeding the target of 73, reflecting strong participation in library, arts, heritage and cultural programs.
- Grant funding supported 154 community groups, exceeding the target of 135 and helping strengthen community connection, inclusion and wellbeing.
- Positive quality of life was reported by 91 per cent of residents, exceeding the target of 88 per cent.
- Participation in maternal and child health programs reached 82 per cent, significantly exceeding the target of 73 per cent.
- More than 500 free places were offered through the *Active Communities* program and group exercise and wellness programs attracted more than 441,000 bookings.

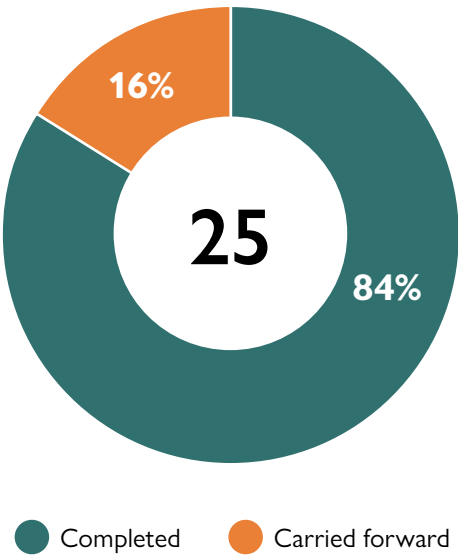
Challenges and areas of focus

- Community perceptions of safety after dark remained below target, with 52 per cent of residents reporting they felt safe after dark compared with the target of 58 per cent. This reflects broader trends in community perceptions of safety at night across metropolitan Melbourne.
- Immunisation attendances were below target. Consistent with state and national trends, immunisation rates and attendances continue to decline. We will continue to promote and support access to immunisation services for our community.
- Following the Bondi terrorist attacks in Sydney, priority was given to developing our *Antisemitism Strategy and Action Plan 2026–28*. The *Community Safety Framework* will build on this work and be presented to Council for adoption in 2026–27.

Strategic indicators



Major initiatives and actions



Community safety, cohesion, health and wellbeing

Strategic indicators

OBJECTIVE	INDICATOR	TARGET	RESULT	ACHIEVED
1.1 Our community feels safer	Maintain or increase feeling safe in Glen Eira during the day	90%	91%	✓
	Increase feeling safe in Glen Eira after dark	58%	52%	✗
1.2 Our vibrant arts and culture programs strengthen the cohesion of our community	Maintain or increase community satisfaction with community and cultural activities	66	70	✓
	Maintain or increase community satisfaction with arts centres and libraries	73	77	✓
1.3 Our community has a strong sense of connection and belonging	Increase opportunities to be active and involved in the community	54	55	✓
	Maintain or increase quality of life in Glen Eira	90%	91%	✓
	Maintain the number of community groups awarded grants	135	154	✓
1.4 Our community has improved physical and mental health and wellbeing	Maintain or increase Glen Eira Leisure <i>Every Body Active</i> support hours	5,800	5,452	≈
	Maintain or increase Glen Eira Leisure membership	19,100	19,898	✓
	Decrease self-reported psychological distress	^	^	^
	Increase residents meeting physical activity guidelines	^	^	^
1.5 Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health	73 per cent or greater participation in maternal child health programs	73%	82%	✓
	Maintain or increase immunisation attendances	5,300	4,025	✗
	We will work to develop an indicator to measure prevention, promotion, participation and gender equity in programs over the life of the plan	*	*	*

^ Indicators are assessed every three years

* Indicators are being established

Strategic indicator key



Target met — the result achieved the target.



Target met within variation — the result was slightly above or below the target but remained within the accepted range. Helping us focus on meaningful changes in performance rather than small, expected variations.



Target not met — the result was outside the accepted range and did not achieve the target.

Community safety, cohesion, health and wellbeing

Major initiatives and actions

1.1 Our community feels safer

MAJOR INITIATIVE	PROGRESS
1.1.1 Continue the Social Cohesion Taskforce to lead coordinated efforts in preventing and responding to racism and division 	
Prioritised <i>Action Plan</i> developed and delivered	 The Social Cohesion Taskforce continued to coordinate local responses to racism, discrimination and community division. The group agreed on seven priority areas, including youth engagement and education, and established sub-groups to progress this work. Initiatives including <i>Flavours of Culture</i> in December 2025, the <i>Harmony Breakfast</i> and the <i>Economic Development Practitioner Forum</i> in March 2026 brought community leaders, service providers and stakeholders together to discuss practical approaches to strengthening social cohesion. This work has strengthened relationships across the community, informed the development of our <i>Antisemitism Strategy</i> and contributed to a more coordinated local response to incidents affecting the Glen Eira community.



Councillors, staff and community members came together at *Flavours of Culture* at Caulfield Park Pavilion in December 2025 to celebrate diversity, inclusion and social cohesion.

Major initiatives and actions key

-  Complete — the major initiative or action was finished this year.
-  Carried forward — the major initiative or action is still underway and will finish in 2026–27.

ACTIONS	PROGRESS
1.1.2 Develop a <i>Community Safety Framework</i> to guide local safety and cohesion initiatives ❤️	
• <i>Framework</i> endorsed by Council. • <i>Framework</i> implemented	A draft <i>Community Safety Framework</i> was developed to guide local safety and cohesion initiatives. Following the Bondi terrorist attacks in Sydney priority was given to developing our <i>Antisemitism Strategy</i> and <i>Action Plan 2026–28</i>. The <i>Community Safety Framework</i> will build on this work and be presented to Council for adoption in 2026–27.
1.1.3 Collaborate with stakeholders to ensure community safety when using Council services or attending Council events ❤️	
• <i>Glen Eira Respectful Interaction Policy</i> adopted by Council • Regular communication with Victoria Police • <i>Coffee with a cop</i> sessions at Glen Eira facilities	The <i>Glen Eira Respectful Interaction Policy</i> was adopted by Council in November 2025 and implemented across the organisation, supporting a consistent approach to respectful and safe interactions. We continued to work with Victoria Police through regular updates and events. We held Crime Stoppers information sessions and <i>Coffee with a Cop</i> events to support community safety and connections.
1.1.4 Provide opportunities for the community to improve their understanding of online safety ❤️	
• Four learning opportunities on topics such as cyber security delivered	Through our libraries, we delivered more than four online safety and digital skills learning opportunities, including sessions on staying safe online, managing digital wallets, using online forms and social media and accessing the <i>Be Connected</i> program. Monthly drop-in technology help sessions also continued, providing personalised support for community members with technology and cyber safety questions.



Coffee with a Cop brought community members and Victoria Police together at Carnegie Memorial Swimming Pool in March 2026, supporting community safety and connections.

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

ACTIONS	PROGRESS
1.2.1 Provide opportunities for our community to connect within their local neighbourhoods 	
Annual series of events or programs in various locations throughout the municipality	 We delivered a diverse program of events across Glen Eira that helped community members connect with each other in their local neighbourhoods, including the Storytelling Festival at venues across Glen Eira, <i>Libraries After Dark</i> in Elsternwick, <i>Groove and Graze</i> in Ormond and Caulfield South, <i>Carols in the Park</i> in Bentleigh and <i>Under the Stars</i> in Carnegie. Through our libraries, gallery and history and heritage programs, we also provided opportunities for our community to connect through creative workshops, local art exhibitions and family history collection care sessions.
1.2.2 Deliver inclusive and accessible events and programs that bring our diverse community together  	
- Culturally diverse events including <i>Lunar New Year</i> and <i>Diwali</i> held - Program developed and delivered for events for those with visible and non-visible disabilities - Peer support social events for people with Autism delivered <i>Harmony Week</i> events held - Women's only and Culturally and Linguistically Diverse (CALD) swimming lessons delivered <i>International Day of People with a Disability</i> event held	 We delivered a range of inclusive events and programs that brought people together and celebrated Glen Eira's diversity. Highlights included a <i>Harmony Week</i> author event with Alli Parker, <i>Lunar New Year</i> celebrations at Bentleigh Library where more than 400 community members enjoyed crafts, cultural activities and a lucky lions performance, and a vibrant <i>Diwali</i> celebration at Booran Reserve with Bollywood dancing, market stalls, traditional food and live entertainment. We also supported inclusion and connection through the <i>Hidden Disabilities Sunflower</i> program, peer support programs, a social and gaming group for young people on the autism spectrum. We held our first ever women's only swim night with 45 participants and delivered 110 swimming lesson sessions for CALD community members. We celebrated <i>International Day of People with Disability</i> activities at GESAC in Bentleigh East, featuring wheelchair AFL, dance, pickleball and table tennis.
1.2.3 Promote our events and programs to ensure the community are aware and engaged  	
- Accessibility checklist developed to assist in community event planning - Printed and online libraries, arts and culture programs accessible to all	 We continue to promote all our community events and programs through a mix of social media, printed materials and billboards when suitable, ensuring our programs and activities are accessible, easy to find and welcoming to everyone. An accessibility checklist has been developed that will guide accessible community event planning.

ACTIONS

PROGRESS

1.2.4 Recognise and celebrate First Nations culture and histories by implementing targeted arts and cultural programming for First Nations people

- Two programs per year held featuring First Nations people
- Mobtix available at First Nations events
- Dedicated Expression of interest (EOI) on website for First Nations artists



We delivered arts and cultural programs that celebrated First Nations cultures, histories and voices. Yorta Yorta singer-songwriter Benny Walker opened the *Storytelling Festival*, while Janty Blair, Dane Simpson and Jack Latimore featured across festival events and panel discussions. During *National Reconciliation Week*, First Nations people helped the community learn about shared histories, cultures and achievements. Mobtix was available at First Nations events and we have drafted a dedicated expression of interest form to support First Nations artists.

1.3 Our community has a strong sense of connection and belonging

MAJOR INITIATIVE

PROGRESS

1.3.1 Strengthen the capacity and engagement of the First Nations community within Glen Eira

- Adopt inclusive terminology for First Nations peoples and Traditional Owners
- Refine Traditional Owner engagement protocols
- *Progress Reconciliation Action Plan (RAP)* for Reconciliation Australia approval
- Complete review of *Closing the Gap (CTG)* report



We strengthened our approach to engaging with First Nations people and Traditional Owners. This included adopting more inclusive and respectful language and progressing work to refine Traditional Owner engagement protocols. Early planning has begun to support stronger relationships and more meaningful engagement. We also commenced development of the *Reconciliation Action Plan 2026–2028*, which will guide ongoing work in this area. The review of the *Closing the Gap* report was completed, with insights identified to inform future planning and action.

ACTIONS

PROGRESS

1.3.2 Develop a whole-of-Council *Diversity and Inclusion framework*

- Council's cultural diversity and inclusion policies and practices benchmarked across the whole organisation.
- *Diversity and Inclusion Framework* adopted by Council.



We progressed the development of a whole-of-Council *Diversity and Inclusion Framework* to help create a more inclusive organisation and better understand where improvements can be made. The *Framework* establishes a consistent approach to inclusion across the organisation and will help ensure our services, programs and policies better reflect the needs of our diverse community. The *Framework* is scheduled to be presented to Council for adoption in November 2026.

1.3.3 Develop an approach to supporting the LGBTIQ+ community within Glen Eira

- *Rainbow Ready Roadmap* commenced
- Partnership with Pride South East Alliance formed
- *Trans Awareness Week*, *IDAHOBIT*, and *Pride Week* events held



We strengthened LGBTIQ+ inclusion and community connection through our partnership with the Pride South East Alliance. Key achievements included collaboration on activations for the 2026 *Midsumma Carnival*, support for local *Midsumma Festival* events, planning for the inaugural *Pride Summit* and ongoing development of the *Rainbow Ready Roadmap*, linking to our *Inclusion Framework*. We also acknowledged significant LGBTIQ+ dates through awareness raising and celebration activities.

ACTIONS

PROGRESS

1.3.4 Review the community grants program to respond to current and emerging community needs ❤️

- *Community Grants Policy* endorsed
- *Community Grants Guidelines* released
- Revised grants program awarded
- Community Grants web page updated



We continued to strengthen the *Community Grants Program* to respond to current and emerging community needs. Key achievements included the release of the *2026–27 Community Grants Guidelines*, the introduction of the pilot *Social Cohesion Grants Program*, and updates to the community grants webpage including the launch of the SmartySearch grants platform, providing free access to external funding opportunities. Progress was also made on a comprehensive review of the *Community Grants Policy*, with the revised policy scheduled for Council endorsement in December 2026. This years' grants program was successfully implemented, ensuring funding continues to support initiatives that strengthen community connection, inclusion and wellbeing.

1.3.5 Facilitate capacity-building and collaboration for neighbourhood houses and community groups to strengthen partnerships, share resources, and expand support services and volunteering across Glen Eira ❤️

- Scope prepared for a leadership program for community organisations including Service Level Agreements
- Community Contacts web page updated



We continued to build the capacity of local community organisations through *Community Organisations Network* meetings, training opportunities for community groups and professionals, and ongoing partner engagement. Updates to the Community Contacts webpage improved access to information, while planning progressed for a new professional development program for community organisations and community partners. These initiatives strengthened skills, partnerships and organisational capability across Glen Eira's community sector.

1.3.6 Review and deliver the community and business awards and recognition programs

- Review of community and business awards programs completed
- One round of revised awards delivered



We reviewed *Community and Business Awards* and agreed on a combined program for 2026, while keeping separate processes for applications and assessment. We also delivered the *Volunteer Recognition Awards*, celebrating more than 200 local volunteers. This approach reflects learnings from previous years and supports a more coordinated and visible program.

ACTIONS	PROGRESS
1.3.7 Commence <i>Welcoming Cities</i> membership to advance our community so everyone can belong and participate in social, cultural, economic and civic life 🧡🔑 • Participation in <i>Welcoming Cities</i> forums • Development of intercouncil social cohesion forum explored • Capacity building of Council and community leader representatives	 We continued progressing work aligned with <i>Welcoming Cities</i> by participating in sector forums and strengthening collaboration across local government. This included delivering the <i>Victorian Local Government Forum on Antisemitism and Social Cohesion</i>, bringing together councils from across Victoria alongside Australian and Victorian MPs, community leaders, educators and organisations dedicated to building inclusion.
1.3.8 Engage with individuals and organisations who are at high-risk of experiencing the impacts of climate change to assist them to protect themselves 🧡🔑 • Engage with at least three at risk groups • Identify the barriers faced by those most at risk of experiencing the impacts of climate change • Plan developed	 We engaged with groups at a higher risk of experiencing the impacts of climate change, including older residents, disability representatives and representatives of the Jewish community, to better understand barriers to preparedness. Insights from this engagement helped identify climate-related risks and preparedness needs and are informing a Climate Vulnerability Assessment. We also developed a project plan to guide ongoing engagement and future initiatives that strengthen community resilience to hazards such as heatwaves and flooding.



Participants at the *Victorian Local Government Forum on Antisemitism and Social Cohesion* at Glen Eira Town Hall in February 2026

1.4 Our community has improved physical and mental health and wellbeing

ACTIONS	PROGRESS
1.4.1 Develop a revised approach to our planning for passive and active recreation in Glen Eira ♥	
- Review of <i>Glen Eira GET Active</i> conducted - Review of <i>Glen Eira Active Recreation Action Plan</i> conducted - Revised approach presented to Council	 We completed reviews of <i>Glen Eira GET Active</i> and the <i>Active Recreation Action Plan</i> and developed a framework to guide decision-making across recreation plans and masterplans. The framework will be presented alongside the draft <i>Pavilion Strategy</i> and will inform future recreation priorities and budget recommendations.
1.4.2 Partner with local providers and community groups to deliver initiatives that help homeless individuals access essential services and find stability ♥ 🔑	
- Homelessness protocol developed and endorsed by Council - Partnerships with local providers and community groups established - Advocacy campaign	 Council endorsed our commitment to prevent and respond to homelessness in June 2026 and we continued working in partnership with local service providers to improve referral pathways and information sharing. We also prepared an advocacy paper to clearly represent community needs and continue progressing opportunities for improved housing and service responses.
1.4.3 Partner with Bicycle Network to promote the health benefits of walking and cycling to school	
At least one school cycling event held	 We partnered with Bicycle Network and nine schools to deliver a range of initiatives, including <i>Open Streets</i>, <i>Mind.Body.Pedal</i> and <i>Active Paths</i> programs. These activities encouraged students to walk, ride and be more active by creating safer, more accessible routes to school and opportunities for active travel and play.
1.4.4 Promote and deliver campaigns that support improved health and wellbeing for all ♥	
- Free <i>Active Communities</i> program delivered - Skin checks provided - Hearing checks conducted - Body scans offered - Group exercise and wellness classes delivered	 We delivered a range of programs and services to support community health and wellbeing. More than 500 free places were offered through the free <i>Active Communities</i> program, with new activities including <i>Body Balance</i>, <i>Living Stronger 65+</i> and <i>Run It Back</i>, while group exercise and wellness programs attracted more than 441,000 bookings. We also provided preventative health services, including more than 60 free hearing checks, body composition scans and skin checks to support early detection and healthy living.
1.4.5 Co-design a wellbeing initiative for youth to help address mental health and social connection	
- Report on program design delivered - Initiative delivered	 The <i>2025 Youth Engagement Survey</i>, co-designed with our Youth Engagement team, highlighted that youth mental health and social connection are key priorities for young people living in Glen Eira. During 2025–26, we worked with <i>Next Glen</i>, our youth-led Amplify Committee, to develop a program design report and implementation approach, and delivered the first youth-led <i>Amplify</i> event. The event brought young people together through live music, film and community participation. Additional initiatives identified through the co-design process are being developed for implementation in 2026–27 with our Youth Engagement team.

1.5 Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health

ACTIONS	PROGRESS
1.5.1 Design and implement a program of initiatives to prevent all forms of gendered violence  	
- Community education initiatives delivered - Partnerships fostered including Women's Health in the South East - Internal training designed and delivered - Advocacy campaign delivered - Advocacy events held	 We delivered a range of community education and awareness initiatives to prevent gendered violence and promote respect. This included campaigns such as <i>16 Days of Activism</i>, events including <i>Domestic Violence Remembrance Day</i>, and partnerships with organisations such as Women's Health in the South East. These initiatives helped build community awareness and support shared responsibility for prevention. We also strengthened our policy settings and internal capability, including updating the <i>Family Violence Prevention Policy</i> and delivering internal training, supporting a more consistent and informed organisational response.
1.5.2 Design and implement a targeted advocacy and education campaign to reduce the impact of gambling-related harm 	
- Advocacy campaign developed - Community education program developed - Partnerships with organisations formed to enable information sharing	 We strengthened advocacy and community awareness efforts to reduce gambling-related harm. We continued to work with sector partners through the Alliance for Gambling Reform and local government networks, contributing to joint advocacy and submissions to improve gambling regulation. We also delivered community awareness activities, including promoting <i>Gambling Harm Awareness Week</i>, helping increase understanding of the impacts of gambling and available supports.
1.5.3 Promote healthy eating by prioritising nutritious food and drink options at Council-run events to support healthy food environments in community settings 	
- Healthy alternatives available at outdoor events - Healthy alternatives promoted as part of advertising	 A successful year of offering a range of healthier food and drink options at our outdoor events by working with vendors to prioritise choices, such as fresh food, salads and juices. Healthier options offered by our vendors have been promoted to our community through our marketing campaigns.



Families celebrated *Diwali* at Booran Reserve, Glen Huntly, in October 2025, enjoying cultural activities and nutritious food options that brought the community together.

ACTIONS	PROGRESS
1.5.4 Promote healthy lifestyles through education, service and programming - Four campaigns promoting Glen Eira Libraries and what they offer, including <i>Library of Things</i> - Maternal and child health healthy lifestyle programs delivered with consideration for the diverse needs of our community, including those who may face barriers to access or participation	 We promoted Glen Eira Libraries through quarterly <i>What's On</i> publications, targeted campaigns and a monthly e-newsletter reaching more than 23,000 subscribers. These promotions increased awareness of services and programs, including the <i>Library of Things</i>, <i>My Brother Jack Awards</i> and <i>BIG Summer Read</i>. Libraries also continued to provide Reminiscence Boxes for aged care services, community groups and schools. The boxes support memory recall and social connection for older people, including those living with dementia, while helping younger generations learn about local history. Our Maternal and Child Health team delivered a range of healthy lifestyle and early years programs that supported the diverse needs of local families, including those who may face barriers to participation. Programs included <i>Nature Play</i>, <i>Mother Goose</i>, infant nutrition sessions, father-focused support, Lamm Library playgroups and the <i>GEMS</i> program, which connect families experiencing vulnerability with information, support and community connection. Together, these services and programs supported healthy lifestyles, lifelong learning and community connection for people of all ages and backgrounds.



My Brother Jack Award winners, highly commended entrants, councillors and judges gathered at Glen Eira Town Hall in September 2025 to celebrate excellence in creative writing.

Community safety, cohesion, health and wellbeing

Strategic services

Our budget and actual result for 2025–26 is shown below for each of our services. 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).

SERVICE AND DESCRIPTION		NET COST
		Actual Budget
		Variance \$'000
Children's services	Provides education and care services and community activities for children and their parents to increase social connections and create learning opportunities.	(1,073)
	Provides professional development opportunities for early years services.	(1,281)
		(208)
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. Delivering community, volunteer and business awards program, increasing community capacity, engagement and acknowledgement.	(1,811)
		(1,985)
		(174)
Culture and celebration	Delivers a cultural program, including visual arts activity and exhibitions, indoor and outdoor events, concerts and festivals, history and heritage activities and services. Our services aim to encourage community participation in the arts, celebration, civic events and opportunities for community connections.	(2,107)
		(2,141)
		(34)
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 reopened in January 2025. Caulfield Recreation Centre has a variety of health and fitness programs to suit all fitness levels.	949
		1,022
		73
Immunisations	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.	(424)
		(485)
		(61)
Glen Eira Libraries	Our Libraries provide opportunities for learning, literacy, digital resources, and creativity for the community. Visitors can read, browse and borrow, feel connected, work or study; connect through technology; and participate in our programming. GE Libraries provide a wealth of online resources with sites located at Elsternwick, Caulfield, Carnegie and Bentleigh, with books for all ages and interests, e-resources, DVDs, magazines and more.	(4,573)
		(4,642)
		(69)
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.	1,795
		(2,058)
		(263)

Community safety, cohesion, health and wellbeing

Strategic services

SERVICE AND DESCRIPTION		NET COST
		Actual Budget
		Variance \$'000
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.	(31) 52 83
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 laws infringements, planning enforcement and parking fines.	(79) 168 247
Seniors support	Provides a broad range of services that support healthy ageing for our older residents to live and age well, and remain connected. Services include: Facilitating services for older residents to remain in their homes; Low-cost rental accommodation for financially disadvantaged older persons in Glen Eira through our 64 independent living units across three sites; advocacy, navigation and information to access aged care services; senior citizen centres, including Moorleigh Village, to promote and encourage social engagement and activities among older adults; facilitating activities to foster community participation and connection; and carer's support.	(961) (2,441) (1,480)
Residential aged care [^]	Provides accommodation and lifestyle choices for residents at Warrawee Community. Eligibility is determined by the Commonwealth Aged Care Assessment Service. 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.	(4,603) (5,545) (942)
Respect, equity and inclusion	Supports equity, access and inclusion for people of all abilities, ages, cultures, genders, faiths and sexualities. Delivers and implements our <i>Community Wellbeing Plan, Gender Equality Action Plan, Reconciliation Action Plan</i> and social and affordable housing priorities. Oversees the development and implementation of social policy in response to emerging community needs.	(1,727) (2,139) (412)
Youth services	Provides support and programs for young people aged 10 to 25 who live, work, study or socialise in Glen Eira. Provides information and referral to young people for specialised local services to support their health and wellbeing	(699) (813) (114)

[^] The Residential aged care actuals and budget exclude depreciation on property, plant and equipment and indirect overheads.

Community safety, cohesion, health and wellbeing

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
AQUA 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	4.5
The increase was primarily attributed to an additional inspection undertaken at a facility. Inspection activity remains aligned with our planned inspection program.				
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	11.08	11.67	13.06	14.64
The increase in aquatic facility utilisation in 2025–26 reflects strong community participation, with the full-year operation of the Carnegie Memorial Swimming Pool driving higher visitation across Glen Eira Leisure Services and supporting improved utilisation outcomes.				
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$0.63	-\$0.84	\$0.23	-\$0.63
The 2025–26 result of -\$0.63 per visit reflects a net operating surplus from aquatic facilities. The 2024–25 comparative result was incorrectly reported as \$0.23 per visit and should have been -\$0.23 per visit, as operating income exceeded direct operating expenses. The current year result represents an improvement in financial performance and cost recovery, mainly due to the first full year of operations for the Carnegie Memorial Swimming Pool and overall participation growth.				



Swimmers use the 50-metre outdoor pool at Carnegie Memorial Swimming Pool.

Community safety, cohesion, health and wellbeing

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
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]	1.5	0.00	3.41	2.07
The average time taken to action animal management requests decreased from 3.41 days in 2024–25 to 2.07 days in 2025–26. This represents a significant improvement in the timeliness of our response to animal-related enquiries.				
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	97.21%	59.77%	52.10%	75%
The percentage of impounded registrable animals reclaimed increased from 52.1 per cent in 2024–25 to 75 per cent in 2025–26, reflecting improved performance. This result is supported by a proactive approach to reuniting animals with their owners and improvements to the accuracy of registration data. More up-to-date contact information has enabled faster owner identification and notification.				
Animals rehomed [Number of animals rehomed / Number of animals collected] x100	23.90%	93.33%	98.25%	58.62%
The percentage of unclaimed registrable animals rehomed decreased by 40 per cent. This result reflects the increase in animals being reclaimed by their owners, meaning fewer unclaimed animals were available for rehoming. This is supported by ongoing efforts to reunite animals with their owners and maintain accurate registration records.				
Cost of animal management service per population [Direct cost of the animal management service / Population]	\$6.48	\$6.52	\$6.94	\$6.66
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	100%	100%	100%
Council achieved a 100 per cent success rate for animal management prosecutions in 2025–26, demonstrating the effectiveness of its regulatory compliance and enforcement activities in supporting community safety and responsible pet ownership.				

Community safety, cohesion, health and wellbeing

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
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]	1.69	1.99	2.08	2.14
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 <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	100%	100%	100%	100%
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$634.42	\$733.21	\$714.30	\$673.38
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] x 100 We achieved a 100 per cent follow-up rate for all critical and major food safety non-compliance notifications in 2025–26, reflecting a strong commitment to public health, regulatory compliance and proactive risk management.	100%	100%	100%	100%
Food safety samples [Number of food samples obtained / Required number of food samples] x 100 The total number of samples collected remained above the statutory minimum requirement, ensuring continued compliance with legislative obligations. The decrease may reflect changes in reduced resources and more targeted risk-based sampling. We continue to sample above required levels to ensure effective surveillance of food safety risks.		129.41%	147.64%	110.05%



Fulya Sen and her father-in-law Seyrullah Sen from Arda Turkish Cuisine, recipients of the 2026 *Shop of the Year Award*, in May 2026. The award recognises the highest overall food safety performance.

Community safety, cohesion, health and wellbeing

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
LIBRARIES				
Recently purchased library collection [Number of library collection items purchased in the last five years / Number of library collection items] x100	64.42%	64.07%	65.86%	60.20%
Cost of library service per population [Direct cost of the library service / Population]	\$31.20	\$32.21	\$34.91	\$35.11
Loans per head of population [Number of collection item loans / Population]		7.00	6.86	7.92
The increase in loans of library items was driven by interest in our digital newspapers and magazines, which have proven to be very popular.				
Library membership [Number of registered library Members / Population] x100		23.66%	24.98%	25.68%
The number of active registered library members increased by 1,632 since 2024–25, demonstrating sustained community demand for library services and ongoing participation in lifelong learning, information and community connection activities.				
Library visits per head of population [Number of library visits / Population]		3.56	3.60	3.83



Babies, toddlers and their families enjoyed songs, rhymes and stories at *BabyTime* at Bentleigh Library and Youth Hub in May 2026, supporting early learning and language skills.

Community safety, cohesion, health and wellbeing

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
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	101.42%	100.56%	100.86%	100.62%
The increased costs were driven by investment in specialised assessment tables and workstation upgrades to improve staff health, safety and ergonomics. The new electric, height-adjustable assessment tables support safer infant assessments and reduce manual handling risks for maternal and child health nursing staff.				
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$85.95	\$81.98	\$77.56	\$91.11
The participation rate in the Maternal and Child Health service increased from 79 per cent to 83 per cent in 2025–26, reflecting enhanced outreach activities and improved follow-up of missed and overdue appointments. This increase demonstrates strong engagement with the service and helps ensure that children and families can access essential health, development and wellbeing support during the critical early years.				
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%	79.10%	82.55%
The participation rate in the Maternal and Child Health service increased from 79 per cent to 83 per cent in 2025–26, reflecting enhanced outreach activities and improved follow-up of missed and overdue appointments. This increase demonstrates strong engagement with the service and helps ensure that children and families can access essential health, development and wellbeing support during the critical early years.				
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	86.05%	82.81%	85.45%	83.64%
Participation in the Maternal and Child Health service by Aboriginal children remained consistently high in 2025–26, demonstrating continued engagement with early years health services and our commitment to equitable access and positive health outcomes for Aboriginal families.				
Participation in four-week Key Age and Stage visits [Number of four-week Key Age and Stage visits / Number of birth notifications received] x100	100.52%	93.66%	101.50%	97.30%

Diverse, welcoming and accessible places



We made progress towards creating diverse, welcoming and accessible places across Glen Eira. During 2025–26, we completed 14 actions and progressed a further 11 actions as part of longer-term infrastructure, planning and place-making programs. We achieved 13 of 16 measurable strategic indicators, reflecting positive outcomes across community facilities, open spaces, public amenity and transport networks.

Our work to enhance community facilities, open spaces and accessibility contributed to strong levels of community use and satisfaction. Community satisfaction with recreation facilities exceeded target, while library visits and open space facility bookings also surpassed expectations. These results were supported by accessibility improvements, upgrades to recreation and community facilities, playground renewals, planning for future open space and continued progress on major projects such as the Mackie Road Reserve Pavilion. Community satisfaction with local laws and the appearance of public areas also exceeded target, reflecting ongoing efforts to maintain safe, welcoming and accessible public places.

We strengthened connectivity and supported vibrant local places across Glen Eira. Community satisfaction with the condition of local streets and footpaths exceeded target, supported by road and footpath renewal programs, safety improvements around schools and shopping centres, and active transport projects. We also delivered the final year of the *Economic Development Action Plan*, progressed placemaking and activity centre improvement projects, reviewed parking management, and advocated for housing, heritage and planning outcomes that support liveable neighbourhoods.

While significant progress was made across major projects, several actions remain ongoing as part of multi-year infrastructure, planning and place-making programs. Some projects were rescheduled to align funding, procurement and construction timeframes. Delivery was also influenced by construction market conditions, contractor availability, permit approvals, utility service coordination and weather-related delays. Despite these challenges, key projects continued to progress and remain focused on delivering long-term benefits for our community.

FAST FACTS



6,474

OPEN SPACE FACILITY BOOKINGS



9,000

PUBLIC SPACE PATROLS



6,799

COMMUNITY ROOM BOOKINGS



92%

RETAIL OCCUPANCY ACROSS SHOPPING CENTRES

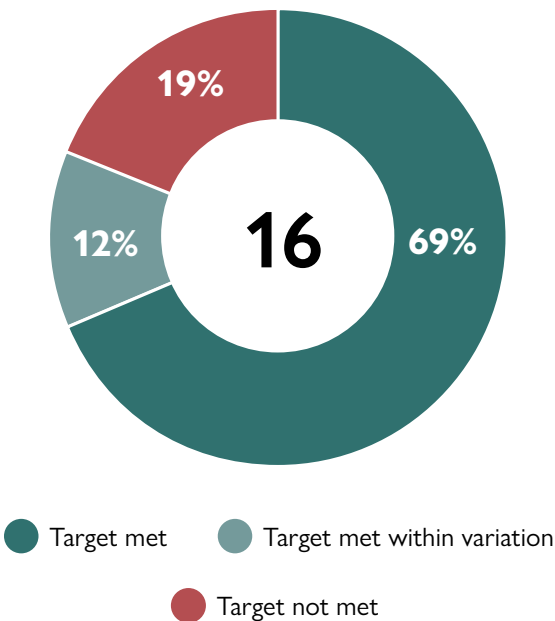
Key highlights

- Recreation facility satisfaction reached 81, exceeding the target of 73, while library visits and open space facility bookings also exceeded target.
- We invested \$422,743 in disability access improvements, helping improve access to community facilities and public spaces. The higher-than-budgeted investment reflects our commitment to creating more accessible places for our community.
- Community satisfaction with local streets and footpaths reached 60, exceeding the target of 56, supported by road renewals, footpath upgrades and active transport projects.
- Community satisfaction with local laws reached 63 and satisfaction with public areas reached 74, both exceeding target and supported by 9,000 public space patrols and ongoing maintenance programs.
- Almost 5,000 community members shared feedback on activity centre parking, helping inform future parking management and activity centre planning.

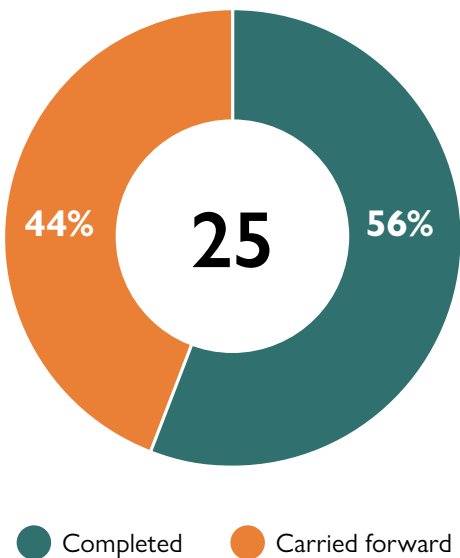
Challenges and areas of focus

- Delivery of several infrastructure and place-making initiatives will extend into 2026–27, with 11 actions remaining in progress at year end.
- Investment in open space was \$417,517 compared with the target of \$1.28 million. While progress was made across eight open space projects, expenditure was lower than anticipated due to project savings from the use of internal resources, changes in delivery timeframes and some works remaining in planning, design or awaiting external funding.
- Investment in activity centres was \$289,436 compared with the target of \$1.42 million. While progress was made across five activity centre projects, expenditure was lower than anticipated as several initiatives were in early delivery stages, some projects were deferred due to changes in priorities and delivery timeframes and some multi-year works had not yet reached the main construction phase.

Strategic indicators



Major initiatives and actions



Diverse, welcoming and accessible places

Strategic indicators

OBJECTIVE	INDICATOR	TARGET	RESULT	ACHIEVED
2.1 Our green open spaces and community facilities are well used, well located and accessible	Maintain or increase investment in disability (non-visible and visible) access improvements	\$350,000	\$422,743	✓
	Maintain or increase library visits per head of population	3.51	3.83	✓
	Increase community open space facility bookings	5,240	6,474	✓
	Maintain or increase investment in open space	\$1,280,796	\$417,517	✗
	Maintain or increase community satisfaction with Recreation Facilities	73	81	✓
2.2 Our places are safe, healthy and versatile	Maintain or increase community satisfaction with enforcement of local laws	59	63	✓
	Enhance amenity and safety through public space patrols	8,775	9,000	✓
	Increase community room bookings	7,400	6,799	≈
2.3 Our vibrant and clean activity centres support a thriving local economy	Maintain or increase retail occupancy rate	89.60%	92%	✓
	Maintain community satisfaction with the appearance of public areas	69	74	✓
	Maintain or increase investment in activity centres	\$1,427,00	\$289,436	✗
	Maintain or increase the frequency of our cleansing services within our Activity Centres	85%	100%	✓
2.4 Our places are well connected by a variety of transport options	Increase community satisfaction with the condition of local streets and footpaths in your area	56	60	✓
	Maintain or increase investment in active travel	\$667,200	\$330,467	✗
2.5 We have diverse housing options while maintaining local neighbourhood character	Maintain or decrease the percentage of canopy tree removal permits issued	93%	94%	≈
	Increase the number of heritage places and precincts identified	^	194	✓

^ A target cannot be set because we select suburbs for heritage review each year, but the number of places identified is not known until the expert review is complete.

Strategic indicator key



Target met — the result achieved the target.



Target met within variation — the result was slightly above or below the target but remained within the accepted range. Helping us focus on meaningful changes in performance rather than small, expected variations.



Target not met — the result was outside the accepted range and did not achieve the target.

2.1 Our green open spaces and community facilities are well used, well located and accessible

MAJOR INITIATIVE	PROGRESS
2.1.1 Begin construction of the Mackie Road Reserve Pavilion, Bentleigh East	
• Demolition of the existing facility • Construction of a new pavilion to accommodate the growing needs of tenant sports clubs including: a. catering for growing female participation b. increasing junior participation c. club social activities This project is in partnership with the Victorian Government.	 Construction of the new Mackie Road Reserve Pavilion is progressing well. The former pavilion has been demolished, temporary facilities for tenant clubs and the community are in place, and underground services have been completed. The pavilion's concrete slab and footings have been constructed, with structural steel and blockwork walls now taking shape. A new pedestrian path linking Mackie Road to the existing car park is also under construction. The project remains on schedule, with completion anticipated by April 2027. Budget: \$4,500,000 Actual: \$968,000 (\$3.5 million carried forward to 2026–27 for construction)



Councillors, Nick Staikos MP and representatives from Mackie Cricket Club and Glen Eira FC marked the start of construction of the Mackie Road Reserve Pavilion in Bentleigh East in April 2026.

Major initiatives and actions key

-  Complete — the major initiative or action was finished this year.
-  Carried forward — the major initiative or action is still underway and will finish in 2026–27.

ACTIONS	PROGRESS
2.1.2 Construct a dog park at Orange Street, Bentleigh East in partnership with the Victorian Government ❤️	
Dog park at Orange Street, Bentleigh East	 The new dog park at Orange Street, Bentleigh East is nearing completion and is expected to open in August 2026. While delivery was impacted by prolonged material lead times and weather-related construction delays, the project is now in its final stages and will soon provide an important new recreational space for the community and their pets.
2.1.3 Provide access to promote inclusion and diversity within our facilities in response to community needs and in consultation with disability (non-visible and visible) groups on design ❤️ 🔑	
- Works to improve existing building accessibility of McKinnon Hall, Moorleigh Village, Bentleigh East and Glover Street, Bentleigh East Kindergarten to comply with Disability Discrimination Act (DDA) requirements - Empathetic parking bays installed to support people with disabilities, seniors and parents with pram to access parks, reserves and community facilities at 21 locations in Murrumbeena, Carnegie, Ormond, Elsternwick, Caulfield East and Bentleigh East	 We continued to improve accessibility across our community facilities, completing a new accessible ramp at Moorleigh Village, stage one accessibility upgrades at the Town Hall customer service entrance and accessibility audits at Glover Street Kindergarten and McKinnon Hall. Stage two accessibility works at Town Hall are underway and expected to be completed in July 2027. We also installed eight empathetic parking bays across the municipality to support greater access and inclusion for people with disability, older residents and parents with prams.
2.1.4 Advocate to maximise the access to, and the development of community and open space infrastructure on the Caulfield Racecourse reserve ❤️	
- Work with the Caulfield Racecourse Reserve Trustees, Melbourne Racing Club and emerging stakeholders/property partners to deliver improved access to the Caulfield Racecourse reserve including: - upgrades to existing tunnels for improved cyclist and pedestrian access - new access points 'new outer track' around the perimeter of the reserve, consistent with the vision of the <i>Caulfield Structure Plan</i>	 Access pathway and fencing upgrades within Glen Huntly Park are now complete. These works lay the groundwork for longer-term improvements to cyclist and pedestrian access. We continue to advocate for stronger community access and open space outcomes as part of the proposed Mt Scopus redevelopment and proposed Melbourne Football Club training facility. This includes seeking improved access to the racecourse infield, identifying new access points and progressing the concept for a 'new outer track' around the reserve, consistent with the <i>Caulfield Structure Plan</i>.
2.1.5 Explore opportunities for new public open spaces in areas lacking in accessible space, to serve our current and future community ❤️	
- Endorsed landscape concept plans for The Elsternwick Club future open space, which provide a range of activities, social elements and biodiversity enhancements. - Prepare a report for Council on the investigation into temporary open space options	 Council endorsed the final landscape concept plan for The Elsternwick Club future open space in December 2025, providing a vision for recreation, social connection and biodiversity outcomes. An investigation into temporary open space opportunities was completed during 2025–26, with a final report prepared and scheduled for Council consideration in August 2026. We were successful in securing \$250,000 funding from the Victorian Government's <i>Pick my Park</i> program to revitalise the former the former East Boundary Road Traffic School site. The project is in the concept planning stage.

2.2 Our places are safe, healthy and versatile

MAJOR INITIATIVE	PROGRESS
2.2.1 Works to improve safety around schools and shopping centres — construct safety features in seven locations	
• Completion of works including: a. Roundabout works at the Patterson Road-Allnut Street-Mitchell Street roundabout, Bentleigh b. Intersection works along Glen Huntly Road, Elsternwick which aim to reduce vehicle speeds and provide a continuous footpath connection across the side road intersections. c. Speed humps on Adrian Street at Celia Street, Bentleigh East d. Splitter islands at intersections in four locations in Elsternwick e. Works including lighting, line-marking and signage changes at Marara Road-Narrawong Road, Caulfield South f. Safety treatments around Coatesville Primary School, Bentleigh East g. Traffic improvements in Cecil Street, Bentleigh East	→ We have completed safety improvements at six of the seven planned locations around schools and shopping centres. The remaining works at Coatesville Primary School are underway and on track for completion by the end of July 2026. a. Roundabout works at Patterson Road–Allnutt Street–Mitchell Street, Bentleigh, have been completed. b. Raised crossings along Glen Huntly Road, Elsternwick, have been completed. These improvements help reduce vehicle speeds and make it safer for people to walk by providing continuous footpath connections across side-road intersections. c. Speed humps at Adrian Street and Celia Street, Bentleigh East, have been completed. d. Splitter islands at four intersections in Elsternwick have been completed. e. Lighting, line-marking and signage improvements at Marara Road–Narrawong Road, Caulfield South have been completed. f. Safety treatments around Coatesville Primary School, Bentleigh East, are underway and on track for completion by the end of July 2026. g. Traffic improvements in Cecil Street, Bentleigh East, have been completed. Budget: \$200,000 Actual: \$153,000



A family crosses Sandham Street in Elsternwick using new splitter islands installed in February 2026 to improve safety around local schools.

ACTIONS	PROGRESS
2.2.2 Improve facilities at Packer Park, Carnegie	
- Upgrade 3-bay cricket net training facility to a 5-bay multipurpose facility with a basketball ring and futsal goals. - Relocation of the existing golf cage facility.	 The Packer Park upgrade was completed in December 2025, providing the community with a new five-bay multipurpose training facility. The project also included the successful relocation of the golf cage, enhancing the functionality of the site.
2.2.3 Renew playgrounds to enhance accessibility and safety	
Completion of playground renewals at Victory Park, Bentleigh, Greenmeadows Gardens, St Kilda East Packer Park, Carnegie and Glen Huntly Park	 Playground renewal works were completed at Victory Park, Bentleigh, and Greenmeadows Gardens, St Kilda East, improving accessibility, safety and play opportunities for the community. Upgrades included new shade sails at Victory Park and a new swing at Greenmeadows Gardens. Works are continuing at Packer Park and Glen Huntly Park. Upgrades include sensory play features, replacement of ageing equipment and refurbishment of existing playground elements to extend their service life. These works are on track for completion in July 2026.
2.2.4 Develop a <i>Community Infrastructure Plan</i> to respond to current and emerging community needs.	
<i>Community Infrastructure Plan</i> developed - Draft plan presented to Council	 We developed a draft <i>Community Infrastructure Plan</i> to help respond to current and emerging community needs. The draft plan has been prepared in alignment with the <i>Strategic Property Plan</i> and is being refined for community engagement in November 2026 and Council consideration in April 2027.
2.2.5 Plan for Town Hall in Caulfield precinct to optimise connectivity, access and community use	
<i>Stage one Caulfield Civic Precinct Masterplan</i> - Improve site connectivity and access - Enhance green spaces - Ensure adaptive re-use of existing assets	 Work on the <i>Landscape and Placemaking Plan</i> for the Caulfield Town Hall precinct is now complete, with the <i>Plan</i> scheduled for Council consideration in August 2026. The work included site surveys, accessibility investigations and adaptive re-use planning to support future improvements to connectivity, green spaces and community use.
2.2.6 Develop and adopt a <i>Public Lighting Policy</i>	
<i>Public Lighting Policy</i> adopted	 We developed a draft <i>Public Lighting Policy</i> to guide future investment in public lighting and support community safety, amenity and wellbeing. The <i>Policy</i> has been informed by industry practice, Council priorities and consultation across the organisation, including a legal review and Gender Impact Assessment. The <i>Policy</i> is nearing completion and is expected to be considered for adoption in late 2026.

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

ACTIONS	PROGRESS
2.3.1 Deliver improvements to Bentleigh Activity Centre streetscape ♥	
Improve footpaths, garden beds, street trees and seating areas along Centre Road near Thomas Street, Bentleigh	 The Bentleigh Activity Centre streetscape improvement project is progressing as a multi-year initiative, with detailed design completed in late 2025 and procurement undertaken in June 2026. Construction is scheduled to commence in July 2026, delivering upgrades to footpaths, garden beds, street trees and seating areas along Centre Road, Bentleigh.
2.3.2 Complete streetscape and public toilet upgrades to Staniland Grove, Elsternwick	
- Improvements to footpaths, garden beds and street trees completed - Seating areas completed - Construction of new public toilet facility completed	 Procurement for construction was delayed allowing alignment with the delivery of two adjacent capital works projects including the toilet upgrade and raised pedestrian crossing on Glen Huntly Road, Elsternwick. Construction commenced in June 2026. The project remains on track for completion in August 2026 and will deliver upgraded footpaths, garden beds, street trees, seating areas and a new public toilet.
2.3.3 Deliver stage one of the Koornang Road streetscape revitalisation project in the Carnegie Activity Centre	
- Delivery of stage one upgrades to the public seating areas in one kerb outstand on Koornang Road including upgrades to the footpath, street furniture and landscaping - Preparation of draft masterplan for the commercial strip between Neerim and Dandenong Road, Carnegie	 We completed a draft masterplan for the Koornang Road, Carnegie commercial strip between Neerim Road and Dandenong Road in May 2026. Community consultation followed in June 2026. To support a coordinated, long-term approach, stage one construction was rescheduled to occur after the masterplan is finalised. Upgrades are planned for delivery across the 2026–27 and 2027–28 financial years as a multi-year initiative.
2.3.4 Deliver the second year actions of the <i>Glen Eira Economic Development Action Plan 2024–26</i>	
- All second year actions delivered, including: - Business support and engagement - Vibrant activity centre and community activations - Strategic partnerships and inclusive economic development	 We delivered the final year of the <i>Glen Eira Economic Development Action Plan</i>, with most actions now part of ongoing work. We supported local businesses through mentoring, training, networking, the <i>Business Excellence Awards</i> and maintained regular engagement through the Traders Roundtable and Business Concierge. We updated economic profiles, monitored vacancies, and delivered small-scale improvements to support active centres. The <i>Plan</i> closed on 30 June 2026, with learnings informing the draft <i>Economic Development Framework 2026–2029</i>.

ACTIONS	PROGRESS
2.3.5 Implement year three actions from the <i>Glen Eira Placemaking Strategy 2023–27</i>	
- Third year actions delivered including: - Round two of the Community Place Projects - Signage along the Boyd Family Walking Tour installed - Caulfield rail underpass murals - Deliver a First Peoples' public art project in one activity centre	 We delivered three actions and one was deferred under year three of the <i>Glen Eira Placemaking Strategy 2023–27</i>: - Community Place projects progressed, with community-led art projects delivered in Carnegie and McKinnon. A proposed mural project did not proceed. - New signage and footpath decals were installed along the Boyd Family Walking Tour. - Murals were completed on two Caulfield rail underpasses to improve safety, amenity and reduce graffiti. A mural was also completed at the corner of Hawthorn and Balaclava Roads, Caulfield North. - The First Nations public art project in Elsternwick was deferred to allow for meaningful engagement with the Bunurong Land Council Aboriginal Corporation.
2.3.6 Review parking management in the Carnegie, Elsternwick and Bentleigh activity centres to help people find spaces, improve turnover and support funding for local upgrades	
- Community consultation report - Parking management options recommended for Council's consideration - Commence implementation	 We heard from almost 5,000 community members about parking in the Carnegie, Elsternwick and Bentleigh activity centres. In December 2025, Council endorsed a staged, data-driven approach to improve parking management. From March 2026, in-ground sensors were installed across the three activity centres to support parking enforcement and monitor occupancy. The Wayfinder App and enforcement from sensors went live 1 June 2026. Data collected over a 12-month period will inform future decisions, including potential changes to parking restrictions, extending hours into evenings and weekends and future use.



A mural at the Caulfield rail underpass on Queens Avenue, Caulfield East improved safety and amenity while helping to deter graffiti.

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

MAJOR INITIATIVE	PROGRESS
2.4.1 Spend over \$2 million in our footpath renewal program including repair and replace broken footpaths in priority locations	
- Enhancement of Council's footpath network condition through the delivery of the - Footpath renewal program - Minimum 10,000 square meters of footpaths renewed - Minimum 22,000 trip hazards removed by mechanical grinding.	 We exceeded our footpath renewal targets, renewing more than 12,500 square metres of footpaths across the municipality — equivalent to around two soccer fields. We also removed approximately 23,000 metres of trip hazards through mechanical grinding, equivalent to more than 57 laps of the Duncan Mackinnon athletics track. These works improved safety, accessibility and the condition of the footpath network for the community. Budget: \$2.5 million Actual: \$3.49 million

ACTIONS	PROGRESS
2.4.2 Deliver a detailed design to improve cycling connections between Queens Avenue, Caulfield East and the Djerring Trail 	
- Changes identified for line-marking, traffic signals and minor kerb adjustments - Intersection upgrades delivered for Normanby Road, Caulfield North - Queens Avenue Caulfield North underpass improvement delivered Note: Design approved for construction in the 2025–26 financial year	 Detailed design for Queens Avenue and Normanby Road, Caulfield North intersection upgrade has been completed, including changes to line-marking, traffic signals and minor kerb adjustments. Final signalling design and Victorian Government Department of Transport and Planning approvals are progressing, with construction scheduled for 2026–27 financial year.

2.4.3 Improve condition of Council roads and footpaths guided by the *Roads Asset Management Plan*

- Completion of the road reconstruction program planned at: Lord Street, Caulfield East and Maple Street, Caulfield South 44,000 sqm of roads resurfaced in 23 streets along with footpaths, kerb and channel and drainage, signs and other operational works completed - Communication with the community to help them understand the roads that Council has control over	 We continued to improve local roads and footpaths to support safer and more accessible travel throughout Glen Eira. Road reconstruction works were completed on Maple Street, Caulfield South, while works on Lord Street, Caulfield East, are progressing, with construction material delays affecting delivery timelines. Through the <i>Local Roads Improvement</i> initiative, we resurfaced approximately 44,000 square metres of road pavement across 23 streets — equivalent to around six AFL football ovals — and upgraded footpaths, kerb and channel, drainage and signage. The program was delivered on schedule and achieved cost savings, which were reinvested into additional footpath improvements. We also updated our website to help residents understand which roads we manage and which are managed by VicRoads.
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ACTIONS	PROGRESS
2.4.4 Deliver stage one of the Frankston Rail Trail upgrades to improve the safety and journey experience for people walking and riding ❤️	
• New traffic calming treatments and bike stencils between Centre and South Roads, Bentleigh • Ramps on and off existing shared use paths • New signs	✔️ Stage one of the Frankston Rail Trail upgrades has been completed, delivering new traffic calming treatments, bike stencils, ramps and signage between Centre Road and Patterson Road. The upgrades improve safety, accessibility and wayfinding for people walking and riding along the trail.
2.4.5 Design and deliver active transport and landscape improvements along the trainline in Elsternwick to make it easier for people riding bikes and safer for all users (Glen Eira Green Link) ❤️🔑	
• Landscaping and active travel safety improvements delivered including: a. Transport and landscaping design completed b. Ramps, line-markings and signs at the entrance to Ripon Grove from Hotham Street, Elsternwick c. Landscaping improvements along Ripon Grove and the railway fence	✔️ We completed the transport and landscaping design for the Ripon Grove corridor and consulted with the Green Line Alliance, including the Glen Eira Emergency Climate Action Network, to help shape the final design. We then upgraded the entrance to Ripon Grove from Hotham Street, Elsternwick, with new ramps, line-marking and signage to improve accessibility and safety Landscaping improvements along Ripon Grove and the railway fence line have enhanced the corridor, making it easier for people to ride bikes and safer for all users.



A cyclist travels through the upgraded Ripon Grove entrance from Hotham Street, Elsternwick, where improvements have enhanced accessibility and safety.

2.5 We have diverse housing options while maintaining local neighbourhood character

ACTIONS	PROGRESS
2.5.1 Advocate to both the Victorian and Australian Governments for social and affordable housing initiatives	
- Partnerships with registered housing providers to deliver social and affordable housing options - Advocacy with Victorian and Australian Governments conducted	 We advocated to the Victorian and Australian Governments for increased investment in social and affordable housing in Glen Eira. This included engagement with government and development of an advocacy paper outlining local housing demand, priority sites and unmet need. This work is supporting more informed discussions about funding opportunities and redevelopment. Council also highlighted the need for infrastructure, health and support services alongside housing to support long-term community wellbeing.
2.5.2 Assess and protect places of heritage significance	
- Murrumbeena heritage review completed - Planning scheme amendments commenced to implement the Caulfield North and Caulfield South/ Gardenvale heritage review recommendations	 The Murrumbeena heritage review was adopted by Council in May 2026, with the associated planning scheme amendment lodged with the Minister for Planning for authorisation. Planning scheme amendments for the Caulfield North and Caulfield South/ Gardenvale heritage review have progressed, with the Panel report received and recommendations scheduled for Council consideration in July 2026.
2.5.3 Facilitate and advocate for quality urban planning outcomes for our City	
- Continued advocacy to Victorian Government for the authorisation of Council's activity centre structure plan and heritage amendments to provide clarity around housing growth in our major activity centres - Active participation and advocacy for acceptable planning outcomes through the Victorian Government's activity centre plans	 We continued to advocate to the Victorian Government for the authorisation of our activity centre structure plans and outstanding heritage amendments to provide greater certainty around housing growth in major activity centres. We also actively participated in Stages 1 and 2 of the <i>Activity Centre Program</i>, making multiple submissions on plans affecting nine Glen Eira activity centres and strongly advocated for our existing structure plans to be incorporated into state-led planning proposals.

Diverse, welcoming and accessible places

Services

Our budget and actual result for 2025–26 is shown below for each of our services. 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).

SERVICE AND DESCRIPTION		NET COST
		Actual Budget
		Variance \$'000
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	(579) (578) 1
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, and building notices and orders for non-compliance.	(2,946) (2,966) (20)
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.	3,782 3,960 178
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.	(10,346) (11,069) (723)
Road and transport infrastructure	Manages and maintains almost 500 km of local roads in the City of Glen Eira, along with street-lighting, public signage, footpaths and cycle paths.	(9,550) (8,719) 831
Street and shopping centre amenity	Keeps our local streets and shopping centres clean and removes graffiti. Provides signage and street furniture.	(3,928) (4,207) (279)
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.	(1,952) (2,916) (964)
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.	(707) (712) (5)
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.	(226) (510) (284)

Diverse, welcoming and accessible places

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
ROADS				
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	96.59	74.95	54.71	55.71
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	89.78%	86.77%	82.36%	96.19%
The 2025–26 result is based on updated road condition data, a revised condition rating metric and relative intervention levels. This outcome reflects our ongoing commitment to infrastructure renewal and asset stewardship, with the updated <i>Asset Plan</i> supporting targeted investment to maintain road quality and service levels over the long term.				
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$177.99	\$219.61	\$170.19	\$151.66
The average reconstruction cost decreased in 2025–26 and reflects the completed reconstruction project delivered during the reporting period.				
Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$25.80	\$28.08	\$32.87	\$20.60
The average resurfacing cost decreased in 2025–26, reflecting changes in the resurfacing scope compared with the previous reporting period, including the exclusion of crack sealing.				
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	67	63	57	59
Community satisfaction with sealed local roads increased by two index points from 57 in 2025 to 59 in 2026. We know this is important to our community and we will continue to keep investing in and improving in this area.				

Diverse, welcoming and accessible places

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
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]	66	72	70	75
The increase in the time taken to decide planning applications was primarily due to planning legislation changes which required staff to spend additional time assessing applications.				
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	88.33%	86.99%	85.07%	73.28%
The reduction in the number of planning application decisions made within the required timeframe in 2025–26 was primarily due to planning legislation changes, which increased the time required to assess applications.				
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$3,103.85	\$2,692.12	\$2,251.14	\$4,170.47
There was an error in how we have previously reported cost of statutory planning services. The figure reported in 2024–25 included income, whilst the 2023–24 figure included both corporate overheads and income. Based on the definition of this indicator, these amounts should have been excluded. The figure reported for 2025–26 has been calculated correctly.				
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 in relation to planning applications] x100	70%	76.92%	100%	92.31%
We continue to experience very low reviews of our decisions at VCAT. Where reviews are lodged, we work with the parties to achieve outcomes, meaning most matters are resolved by the consent of the parties before a hearing. Of the 13 decisions made by VCAT, six were resolved by consent. Of the remaining seven applications, VCAT did not set aside our decision in six of those matters.				

Environmental stewardship



We continued enhancing environmental stewardship through initiatives that support biodiversity, climate action, waste reduction and Caring for Country. During 2025–26, we completed eight actions and progressed a further seven actions. We achieved five measurable strategic indicators, while two indicators are being established and one cannot yet be measured as new environmental monitoring and reporting frameworks are developed.

Our work to expand urban greenery, support biodiversity and improve waterway health delivered strong environmental outcomes. Indigenous trees and understory plantings exceeded target, with 13,239 plantings completed across the municipality. We also delivered community planting events, undertook biodiversity surveys with local participation, and commenced development of a *Biolink Management Plan* to strengthen habitat connectivity and protect local flora and fauna. Water sensitive urban design assets significantly exceeded target, supported by projects that improve water management, waterway health and flood resilience.

We continued to reduce emissions and build the foundations for future climate action. Five community facilities were transitioned from gas to electricity, with further facilities progressing through planning and design. We also continued transitioning our fleet to electric vehicles and sourced 100 per cent renewable electricity for contestable electricity supply. Air quality and community emissions studies were completed during the year, establishing important baselines that will help inform future environmental action and support the development of new strategic indicators.

We also advanced waste reduction, circular economy and Caring for Country initiatives. Waste diverted from landfill exceeded target, supported by waste education programs, kerbside bin inspections, the *Waste Champions* program and implementation of new waste service contracts. We progressed the final year of the *Circular Economy Plan*, with 92 per cent of actions completed, while continuing to engage with Traditional Owners to strengthen partnerships and support the future integration of Caring for Country principles into environmental programs and initiatives.

FAST FACTS



10

COMMUNITY PLANTING
EVENTS DELIVERED



13,239

INDIGENOUS TREES AND
UNDERSTORY PLANTINGS



29,774

TONNES OF WASTE
DIVERTED FROM LANDFILL



107

APARTMENT BUILDINGS
PARTICIPATED IN THE
WASTE CHAMPIONS

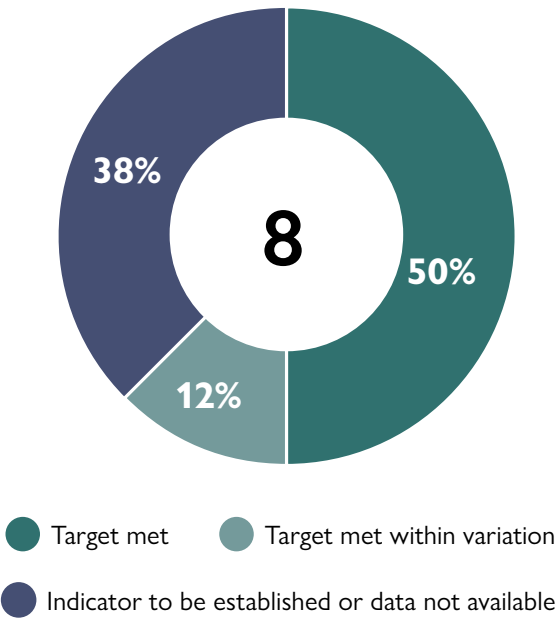
Key highlights

- Urban greening and biodiversity were enhanced through the establishment of 13,239 indigenous trees and understory plantings, exceeding the target of 12,000.
- Waterway health, flood resilience and sustainable water management were strengthened through the installation of 32 water sensitive urban design assets, significantly exceeding the target of two.
- Circular economy outcomes were supported by diverting 29,774 tonnes of waste from landfill, exceeding the target of 29,034 tonnes.
- Progress was made in reducing emissions from our operations, with five community facilities transitioning from gas to electricity and further sites progressing through planning and design.
- New environmental baselines were established through the completion of air quality and community emissions studies, helping inform future climate action and environmental monitoring.

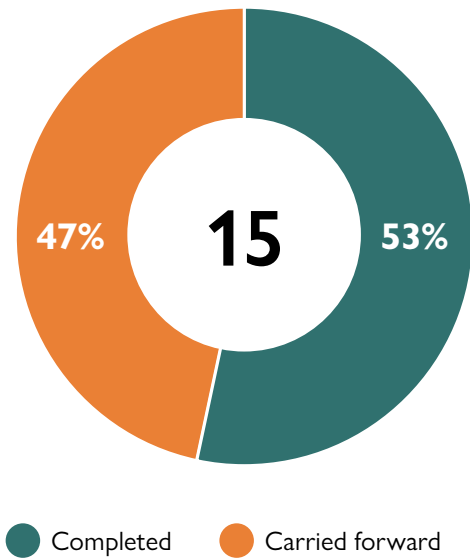
Challenges and areas of focus

- Ongoing collaboration and multi-year delivery are required to complete seven actions relating to climate action, waste reduction and Caring for Country initiatives.
- Three environmental indicators are not yet available for reporting, with air quality and community emissions baselines established during the year, while our emissions data is not yet available.
- Strengthening partnerships with Traditional Owners remains a focus, alongside embedding Caring for Country principles across biodiversity management, environmental education and community engagement programs.
- Several climate action initiatives will continue into 2026–27, including community emissions modelling, electric vehicle uptake initiatives and transitioning more of our facilities away from gas.

Strategic indicators



Major initiatives and actions



Environmental stewardship

Strategic indicators

OBJECTIVE	INDICATOR	TARGET		RESULT
3.1 Our urban greenery and biodiversity are enhanced	Maintain or increase trees planted annually, prioritising indigenous species where possible and appropriate	1,159	1,003	
	Maintain or increase indigenous trees and understory plantings	12,000	13,239	
3.2 Our air and waterways are healthy	Water sensitive urban design assets installed	2	32	
	Air quality – during the term of the <i>Council Plan</i> , we will explore developing a strategic indicator for measuring/monitoring air quality in conjunction with actions within the <i>Climate Emergency Response Strategy</i>	*	*	*
3.3 Council and community emissions are reduced	Zero council emissions from natural gas, fuel, refrigerant and electricity usage by 2031	2,101	^	^
	Community emissions — during the term of the <i>Council Plan</i> , we will explore developing a strategic indicator for measuring/monitoring community emissions in conjunction with actions within the <i>Climate Emergency Response Strategy</i>	*	*	*
3.4 Waste to landfill is reduced	Increase waste diverted from landfill	29,034	29,774	
3.5 Our community is actively engaged in Caring for Country and the natural environment	Increase Council led Community Caring for Country, biodiversity and conservation events	8	13	

* Indicators are being established

^ Data not available until 2027

Strategic indicator key



Target met — the result achieved the target.



Target met within variation — the result was slightly above or below the target but remained within the accepted range. Helping us focus on meaningful changes in performance rather than small, expected variations.

Environmental stewardship

Major initiatives and actions

3.1 Our urban greenery and biodiversity are enhanced

ACTIONS	PROGRESS
3.1.1 Hold community indigenous planting events and indigenous plant giveaways in partnership with Traditional Owners	
- Community indigenous planting events held in collaboration Traditional Owners - Community indigenous plant giveaways in collaboration Traditional Owners	We delivered 10 community planting events during 2025–26. We also began working with Bunurong Land Council Aboriginal Corporation to establish a collaborative framework that supports future Caring for Country initiatives. This work focused on building relationships and understanding Traditional Owner priorities, while identifying opportunities for Traditional Owner involvement in future Indigenous planting events and native plant giveaway programs. Establishing this partnership provides an important foundation for delivering these initiatives collaboratively and strengthening stewardship of Country in future years.
3.1.2 Carry out biodiversity surveys at target sites in Glen Eira to assess, prioritise and protect local flora and fauna	
- Biodiversity surveys conducted to assess local flora and fauna across identified target sites - Commence development of management plans prepared for areas of significant biodiversity value	We engaged the community in citizen science biodiversity surveys at key biodiversity hotspot sites, recording 78 observations across 59 species. Forty observations achieved research-grade status, providing valuable data to support biodiversity monitoring and the protection of local flora and fauna. We also commenced development of a <i>Biolink Management Plan</i> to strengthen habitat connectivity, identify wildlife corridors and support the conservation of significant native species.



Glen Eira staff, Councillors and community members took part in a *Community Planting* event at Packer Park, Carnegie, in May 2026, supporting local biodiversity.

Major initiatives and actions key

- Complete — the major initiative or action was finished this year.
- Carried forward — the major initiative or action is still underway and will finish in 2026–27.

3.2 Our air and waterways are healthy

ACTIONS	PROGRESS
3.2.1 Identify sources of air pollution impacting Glen Eira and develop an approach for Council to address them ❤️	
- Research commissioned to identify and analyse sources of harmful air pollutants across Glen Eira - Research report identifying air pollution sources, and those that are the most harmful to our environment and community - Report to Council recommending actions Council may take within its authority to address the research findings.	➔ We completed a comprehensive study to identify and assess the main sources of air pollution affecting Glen Eira, including vehicle emissions, wood heater smoke and bushfire-related pollution. Delivered in June 2026, the report identified the most significant sources of harmful air pollutants and provided recommendations for actions we and other levels of government can take to reduce environmental impacts and protect community health.
3.2.2 Educate and inform the Glen Eira community about protecting waterways from the impacts of litter and pollutants	
- Community events focussed on improving waterway health and litter reduction conducted - Glen Eira approach to reduce litter impacting the Elster Creek developed connecting Brighton East to McKinnon	✓ We continued to educate and engage the community about protecting local waterways through initiatives focused on litter reduction and waterway health. This included supporting the <i>Elster Creek Litter Action Plan</i> community implementation panel and delivering a community information session on the Elster Creek catchment. These activities helped build community awareness and support local action to reduce litter and improve waterway health.
3.2.3 Work in partnership with Melbourne Water and Bayside, Kingston and Port Phillip Councils to review the <i>Elster Creek Catchment Flood Management Plan</i>	
Updated draft <i>Elster Creek Catchment Flood Management Plan</i> developed	✓ We finalised the 2026–27 <i>Elster Creek Flood Management Annual Action Plan</i> and progress was made on priority actions to support the updated <i>Elster Creek Catchment Flood Management Plan</i>. We continued to work with Melbourne Water and neighbouring councils to improve flood management across the Elster Creek catchment.



Glen Eira staff took part in a litter clean-up event celebrating *Clean Up Australia Day* and launching our *Elster Creek Litter Action Plan* in February 2026.

3.3 Council and community emissions are reduced

MAJOR INITIATIVE	PROGRESS
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3.3.1 Complete getting off gas projects at seven priority locations

- Carnegie Library
- Caulfield Park Pavilion, Caulfield North
- EE Gunn Reserve and grandstand, Ormond
- East Bentleigh Senior Citizens Centre
- Marlborough Street reserve, Bentleigh East
- McKinnon Kindergarten
- Princes Park Caulfield South— DC Bricker Pavilion



We progressed the transition away from gas at seven priority community facilities. Upgrades were completed at East Bentleigh Senior Citizens Centre, Marlborough Street Reserve Pavilion and McKinnon Kindergarten.

Planning for future upgrades was completed at Caulfield Park Pavilion and Princes Park D.C. Bricker Pavilion. Detailed designs for Carnegie Library were also completed, with construction scheduled to commence in 2026–27.

Investigations at EE Gunn Reserve and Grandstand found that significant power supply upgrades would be needed before the sites could transition away from gas. As a result, these works could not be delivered within 2025–26 and will require further planning.

ACTIONS	PROGRESS
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3.3.2 Commission a community climate emissions study to address emissions sources in support of our *Climate Emergency Response Strategy 2025–2029* ❤️

- Community climate emissions study commissioned
- Research report identifying sources of climate emissions
- Report to Council recommending actions within Council authority to address the research findings



We commissioned a study to better understand greenhouse gas emissions across Glen Eira and help inform the transition to a net zero, fossil fuel-free community. An initial report delivered in June 2026 identified the main sources of emissions and highlighted opportunities to reduce them. A final report, including detailed modelling and recommended actions, is expected in 2026–27 and will help guide future emissions reduction efforts.

3.3.3 Continue transitioning Council fleet from fossil fuelled to electric vehicles

- Six fossil-fuelled vehicles replaced with electric vehicles



We replaced more than six fossil-fuelled vehicles with electric vehicles during the financial year. This transition supports our move toward a cleaner, more sustainable fleet and helps reduce emissions across our operations.

3.3.4 Explore options for Council to consider to promote community uptake of electric vehicles

- Documented approach established to define Council's position on how to best support community uptake of electric vehicles



We explored options to support community uptake of electric vehicles through sector-wide advocacy on electric vehicle charging infrastructure and a Councillor workshop held in April 2026. Findings from the community emissions study, including opportunities to reduce transport emissions, are helping to inform our position on how best to support community uptake of electric vehicles. A documented approach is being developed and will continue in 2026–27.

3.4 Waste to landfill is reduced

ACTIONS	PROGRESS
3.4.1 Complete the implementation of the <i>Circular Economy Plan 2022–2026</i> and prepare for a <i>2026–2030 Plan</i>	
- Glen Eira <i>Circular Economy Plan 2022–2026</i> final year of plan implemented - Draft <i>Circular Economy Plan 2026–2030</i> engagement activities developed and implemented - Draft <i>Circular Economy Plan 2026–2030</i> developed.	 We progressed the final year of the <i>Circular Economy Plan 2022–2026</i>. By June 2026, 92 per cent of actions in the <i>Plan</i> had been completed, with relevant remaining actions to be carried forward into the new plan. Three actions were discontinued as they were no longer relevant. A draft <i>Circular Economy Plan 2026–2030</i> has been developed, informed by internal consultation and community engagement findings. The draft <i>Plan</i> is scheduled for Council consideration in August 2026 before broader community engagement.
3.4.2 Deliver targeted community education programs to enhance awareness of and participation in waste reduction, landfill diversion and litter prevention 	
- Bin inspection data gathered identifying contamination and incorrect waste sorting issues - Targeted education and behaviour change programs to improve waste sorting and reduce contamination - Benchmarking report to identify other Local Government Area (LGA) successful waste diversion programs that could be introduced in Glen Eira - Litter prevention initiatives integrated into existing Council processes	 We launched a kerbside bin inspection program in February 2026 to help residents sort waste correctly and reduce contamination in food and garden organics and recycling bins. Information gathered through bin inspections, recycling audits and material processing facilities is being used to target waste education and behaviour change initiatives. Waste education activities at major events, libraries and festivals reached thousands of residents. We also strengthened waste reduction and litter prevention practices through our policies and operations. The <i>Waste Champions</i> program supported 107 apartment buildings, and partnerships across the municipality helped reduce litter and improve waste management outcomes.
3.4.3 Deliver new Council waste contracts to service community waste collection needs and use contract arrangements to reduce overall waste to landfill	
- New waste services contracts executed - Glass recycling service approach investigated in preparation for mandatory Recycling Victoria scheme - Opportunities to introduce more reusable containers and food waste recycling in an activity centre investigated - Material gap analysis for item reuse and recovery from hard waste stream, and limited household disposal options	 We successfully established all new waste service contracts during the year, with implementation underway to enhance service delivery and advance circular economy outcomes that reduce waste sent to landfill. Planning for future glass recycling services also progressed, including the completion of research and benchmarking, development of communal glass recycling hub options, and continued advocacy to the Victorian Government. Investigation of a kerbside glass bin service remains on hold pending the release of state-wide service standards. We also continued to explore opportunities to improve resource recovery and reduce waste through initiatives such as reusable container programs, food waste recycling, hard waste recovery analysis, business engagement activities and promotion of the Container Deposit Scheme. These efforts support our ongoing commitment to maximising resource recovery and building a more circular economy.

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

ACTIONS	PROGRESS
3.5.1 Collaborate with First Nations organisations to help protect local biodiversity 	
- Partnership agreements explored and signed where agreed with First Nations organisations to deliver biodiversity initiatives - Advice from Traditional Owners incorporated into biodiversity management operations	 We continued to incorporate Caring for Country principles into biodiversity and community engagement initiatives, supporting the implementation of our biodiversity and climate strategies. During 2025–26, we commenced discussions with the Bunurong Land Council Aboriginal Corporation to seek input and explore opportunities for collaboration. Further engagement with Traditional Owners is planned for 2026–27 to help inform biodiversity management and environmental initiatives. This work will be undertaken through our broader partnerships and engagement activities with Traditional Owners.
3.5.2 Promote and advocate for First Nations perspectives and Caring for Country	
- Glen Eira advocacy priorities incorporate Caring for Country and First Nations perspectives - Promotion of First Nations organisations and initiatives through Council networks	 We continued to champion First Nations perspectives through our involvement in local government, climate and emergency management networks. This helped create opportunities for Traditional Owners to participate in sector discussions and collaborative initiatives. Early engagement with the Bunurong Land Council Aboriginal Corporation has helped inform the development of our climate and environmental programs. Further engagement is planned for 2026–27 to strengthen the inclusion of First Nations perspectives in our advocacy and to promote First Nations organisations and initiatives through our organisational and sector networks.
3.5.3 Incorporate Caring for Country into Council engagement and education programs	
Communications and engagement activities conducted that incorporate Caring for Country practices	 We continued to incorporate Caring for Country principles and acknowledge First Nations connections to Country through our biodiversity education and engagement programs. Engagement with the Bunurong Land Council Aboriginal Corporation has informed opportunities to further embed First Nations knowledge and perspectives, with broader engagement planned in 2026–27.

Environmental stewardship Services

Our budget and actual result for 2025–26 is shown below for each of our services. 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).

SERVICE AND DESCRIPTION		NET COST
		Actual Budget
		Variance \$'000
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.	(1,295) (1,644) (349)
Drains and water management	Manages a drainage network of around 540 kilometres of drains and 22,000 drainage pits. Ensure stormwater is discharged effectively by regularly cleaning and repairing pits and drains and upgrading or replacing pits and drains when necessary.	(1,273) (1,511) (238)
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.	5,208 3,089 (2,119)
Trees and plants	Maintains, protects and grows the trees that make up our City's urban forest. Maintains our <i>Classified Trees 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) (5,588) (666)



Mayor Cr Dr Simone Zmood joined graduates and award recipients of the *Sustainability Champions* program at Glen Eira Town Hall in December 2025.

Environmental stewardship

Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
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 An increase to the level of service provided to the community with improved technology implemented on the kerbside collection fleet.	3.23	6.70	6.51	4.99
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins] Cost increases are primarily driven by increased cost of service delivery for both garbage bin collection and disposal to landfill and increases to the Victorian Government Waste Levy.	\$112.87	\$112.47	\$106.39	\$119.19
Cost of kerbside recycling bin collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins] We promote diverting waste from landfill and minimising contamination collected and processed through material recovery facilities resulting in environmental and cost benefits for the community.	\$67.39	\$66.08	\$63.66	\$49.31
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 Despite this slight reduction, a significant proportion of kerbside waste continues to be diverted from landfill through recycling and food and garden organics services. This can also be impacted by annual weather as increased rainfall leads to increased garden organics. Council remains committed to improving resource recovery outcomes and advancing circular economy initiatives that support long-term environmental sustainability.	61.07%	60.66%	59.60%	58.47%



Children and families enjoyed a *StoryTime* session featuring a visit from a Glen Eira waste truck at Elsternwick Library in November 2025.

Innovative and financially sustainable



We strengthened the foundations that support good governance, financial sustainability and responsive services for our community. During 2025–26, we completed 23 actions and progressed a further two actions. We achieved six measurable strategic indicators, with strong results for financial sustainability, community trust and confidence, customer satisfaction, community information and workforce engagement.

Our work to strengthen financial sustainability and stewardship delivered positive results. Council adopted a new *Financial Sustainability Strategy*, refreshed our *Asset Management Policy* and *Asset Management Strategy*, updated the *Leasing and Licensing Policy* and introduced a new *Grants Framework*. Together, these initiatives strengthened the foundations for long-term financial sustainability and more strategic management of our assets, resources and funding opportunities. We also maintained a strong liquidity position of 176 per cent, significantly exceeding the target of 100 per cent.

We continued to improve how we engage and communicate with our community. Community satisfaction with being informed exceeded target, while community trust and satisfaction with decisions made in the interest of the community also surpassed expectations.

These results were supported by a new *Engagement and Insights Roadmap*, the adoption of the *Accessible Communications Blueprint*, publication of plain language decision summaries, and initiatives designed to increase awareness of Council services and programs. Community satisfaction with consultation and engagement increased from 55 in 2025 to 57 in 2026, although it remained below the target of 62.

We also strengthened innovation, technology and organisational capability. We adopted an *Innovation Framework*, *Artificial Intelligence Policy*, *Governance Framework* and a *Digital and Technology Strategy* through the 2025–26 budget planning process, providing a roadmap to align technology and digital investment with our priorities. More than 130 staff received AI training and we were recognised nationally with an *Australian Business Award for Employer of Choice*. While some customer service and digital adoption targets were not achieved, customer satisfaction remained high. Implementation of the *Digital and Technology Strategy* will continue, with a focus on improving digital services, strengthening data management and supporting more efficient service delivery for the community. Work will also continue to improve service accessibility, digital channels and the customer experience.

FAST FACTS



465

YOUNG PEOPLE PARTICIPATED IN THE YOUTH ENGAGEMENT SURVEY



19

PLAIN ENGLISH SUMMARIES OF KEY COUNCIL DECISIONS WERE PUBLISHED



130+

STAFF COMPLETED AI TRAINING



1,300+

PEOPLE REACHED THROUGH THE ROADS, RATES, RUBBISH AND... CAMPAIGN

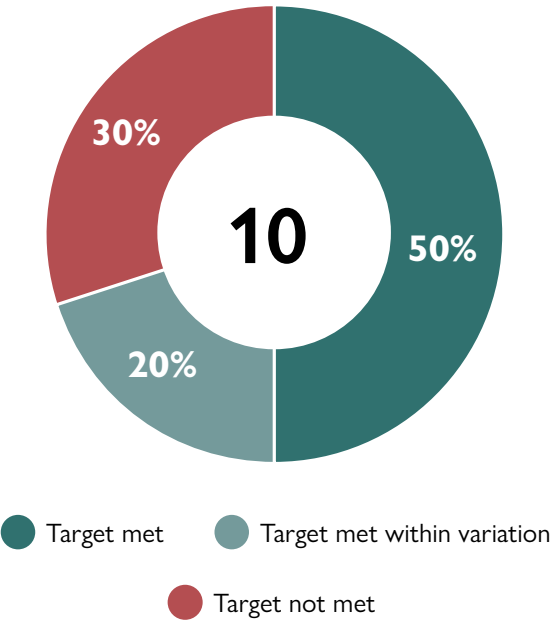
Key highlights

- Liquidity reached 176 per cent, exceeding the target of 100 per cent and supporting Council's long-term financial sustainability.
- Community trust increased to 59 and satisfaction with Council decisions reached 58, both exceeding target.
- Customer satisfaction reached 4.6 out of 5, exceeding the target of 4.5.
- We adopted key strategic frameworks, including the *Financial Sustainability Strategy*, *Innovation Framework*, *Accessible Communications Blueprint* and *AI Governance Framework*, strengthening long-term organisational capability.
- Community satisfaction with being informed reached 61, exceeding the target of 57 and reflecting ongoing improvements in communications and community information.

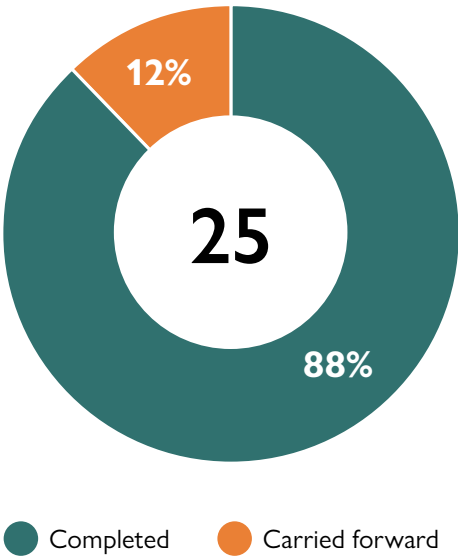
Challenges and areas of focus

- Customer service calls answered within service standard reached 54 per cent, below the 70 per cent target. Despite this result, customer satisfaction and first-contact resolution outcomes remained strong.
- Digital enquiries represented 34 per cent of customer enquiries, below the target of 50 per cent. Council continued to provide customers with a choice of phone, online and face-to-face service channels.
- Community satisfaction with consultation and engagement reached 57, below the target of 62 but improved from 55 in the previous year. The new *Engagement and Insights Roadmap* will support further improvements.
- Some strategic initiatives will continue into 2026–27, including the *Service Planning Framework* and *Digital and Technology Strategy* implementation.

Strategic indicators



Major initiatives and actions



Innovative and financially sustainable

Strategic indicators

OBJECTIVE	INDICATOR	TARGET	RESULT	ACHIEVED
4.1 We are financially secure and sustainable	Maintain 100 per cent liquidity or above	100%	176%	
4.2 Our community is informed and engaged	Increase community satisfaction with consultation and engagement	62	57	
	Increase community satisfaction with informing the community	57	61	
4.3 Our community has trust and confidence in our decisions	Increase community satisfaction with decisions made in the interest of the community	54	58	
	Increase community trust in us	58	59	
4.4 Our services are highly valued, well designed and responsive to community and customer needs	Maintain or increase customer service satisfaction	4.5	4.6	
	Maintain or increase customer service calls answered within service standard	70%	54%	
4.5 Our technology enables us to achieve our strategic priorities	Increase percentage of customer enquiries through digital channels (from mix of traditional/digital)	50%	34%	
4.6 Our workforce is capable, informed and engaged	Maintain employee satisfaction rating	71%	68%	
	Increase employee compliance training completion	90%	86%	

Strategic indicator key



Target met — the result achieved the target.



Target met within variation — the result was slightly above or below the target but remained within the accepted range. Helping us focus on meaningful changes in performance rather than small, expected variations.



Target not met — the result was outside the accepted range and did not achieve the target.

Innovative and financially sustainable

Major initiatives and actions

4.1 We are financially secure and sustainable

MAJOR INITIATIVE	PROGRESS
4.1.1 Develop a <i>Financial Sustainability Strategy</i> <i>Financial Sustainability Strategy</i> developed - Year one priority actions delivered - Reforecast the <i>Financial Plan</i> for 2026–27 - Prioritised <i>Action Plan</i> developed and delivered	 Council adopted the <i>Financial Sustainability Strategy</i> in December 2025. Year one actions focused on reforecasting the <i>Financial Plan</i>, progressing revenue and efficiency reforms, strengthening reserves, reviewing debt settings and aligning capital planning to support long-term financial sustainability. Together, these actions established a more disciplined and sustainable financial framework, improved alignment between our strategic priorities and available resources and positioned the organisation to respond more effectively to ongoing financial pressures and future community needs.



Investing in community infrastructure such as Lord Reserve, Carnegie Memorial Swimming Pool and Koornang Park helps align resources with community priorities while supporting long-term financial sustainability.

Major initiatives and actions key

-  Complete — the major initiative or action was finished this year.
-  Carried forward — the major initiative or action is still underway and will finish in 2026–27.

ACTIONS	PROGRESS
4.1.2 Refresh the <i>Asset Strategy and Policy</i>	
• <i>Asset Strategy</i> adopted • Year one priority actions delivered • <i>Asset Policy</i> updated	 We refreshed the <i>Asset Management Policy</i> and <i>Asset Management Strategy</i> to align with the <i>Council Plan 2025–2029</i> and the <i>Asset Plan</i>. Council adopted the <i>Asset Management Policy</i> in February 2026, providing a framework for managing community assets. We reviewed the <i>Asset Management Strategy</i> and it will now guide the sustainable management of our assets into the future.
4.1.3 Review and update our <i>Leasing and Licensing Policy</i> so the community gets the best value from our community facilities	
• <i>Leasing and Licensing Policy</i> reviewed and updated	 We reviewed and updated the <i>Leasing and Licensing Policy</i> to help ensure the community receives the best value from our community facilities. The updated <i>Policy</i> was adopted by Council in June 2026 and provides a framework for the leasing and licensing of Council-owned facilities.
4.1.4 Progress the implementation of the <i>Strategic Property Plan 2025–2030</i>	
• Investigate Phase two sites highlighted within the <i>Strategic Property Plan</i>	 We progressed early investigations into phase two strategic sites identified in the <i>Strategic Property Plan 2025–2030</i>. This work is helping ensure future site planning and feasibility assessments align with community service needs, network planning and long-term financial sustainability through the development of the <i>Community Infrastructure Plan</i>.
4.1.5 Develop a new <i>Grants Framework</i> to mature our strategic approach to grants and partnerships so we can secure more funding for local projects	
• <i>Grants Framework</i> adopted	 We delivered a new <i>Grants Framework</i>, shifting our approach from ad hoc grant activity to a more strategic, coordinated model that improves success rates and supports delivery of community outcomes.

4.2 Our community is informed and engaged

ACTIONS	PROGRESS
4.2.1 Improve the effectiveness of Council's community engagement and insights approach	
• <i>Four-year Roadmap</i> developed and adopted • New service level agreement published	 We reviewed the way we engage with the community during 2025–26, resulting in a new four-year <i>Engagement and Insights Roadmap</i> and new published service levels to guide our officers. Shaped by feedback from community members, advisory groups and engagement specialists, the <i>Roadmap</i> will help us use the right level of engagement for each project, make better use of existing community insights and be more transparent about how decisions are made. Implementation will begin in 2026–27, making it easier for community members to have a meaningful say on issues that affect them.
4.2.2 Ensure Council's news and information is accessible by all 	
• <i>Accessible Communications Blueprint</i> endorsed • Easy read documents trialled for key information	 Our <i>Accessible Communications Blueprint</i> was endorsed in June 2026, marking an important step towards making our information easier to understand and access for everyone. The <i>Blueprint</i> sets a consistent, whole-of-organisation approach to how we communicate across our services, channels and customer interactions. It focuses on clear language, inclusive design and meeting the needs of people with different communication preferences. As part of this work, we began trialling easy read documents for key information (<i>Council Plan</i>, <i>Financial Sustainability Plan</i>) and expanded guidance on translated content. This is helping more people in our community access the information they need to stay informed and connected.
4.2.3 Explore ways of how to promote and include all people in the communication of what we do	
• Promote lesser known services and enhance understanding within the community • Improve the level of understanding about the services Council offers • Use channels and formats preferred by young people to increase awareness and uptake of Council services among residents aged 10 to 25	 We introduced new ways to share stories about our services and the people who use them, helping more residents understand what we offer and how they can get involved. In February 2026, we launched <i>Roads, Rates, Rubbish and...</i>, <i>Neighbourhood Stories</i> and <i>In Your Words</i> across <i>Glen Eira News</i> and our social channels. These initiatives highlight real experiences from our community and showcase the many ways people connect with our services, events and facilities. <i>Roads, rates, rubbish and...</i> reached more than 13,000 people across six episodes, with a strong average engagement rate of 5.57 per cent. <i>Neighbourhood stories</i> reached more than 17,000 people across eight stories, with more than 1,100 total engagements. By sharing more local voices and using a mix of formats, we are increasing awareness of our services and reaching a broader and more diverse audience, including younger people.

ACTIONS	PROGRESS
4.2.4 Deliver <i>Youth Engagement Survey</i> ♥	
- Analyse results and develop results infographic - Deliver findings to Council - Deliver initiatives	 We delivered the <i>Youth Engagement Survey</i> in September 2025, with 465 young people sharing their views on what matters to them. We analysed the results and created a clear, accessible infographic to highlight the key themes. We presented the findings to Council in December to help guide future planning and decision-making. The insights continue to be used to shape a set of youth-focused initiatives.

4.3 Our community has trust and confidence in our decisions

ACTIONS	PROGRESS
4.3.1 Develop a <i>strategic decision-making framework</i> to support well-informed and transparent decisions	
- Develop process maps for key decisions - Decision-making principles that support council's strategic objectives and values defined <i>Framework</i> developed	 We developed a <i>Decision-Making Framework</i> to support consistent, transparent and evidence-based decision-making across the organisation. Decision-making principles aligned to our strategic objectives and values were established. To better support consistent decision-making across the organisation, we developed decision-making matrices for key enterprise processes rather than process maps, providing greater clarity around roles, responsibilities and governance requirements. This work strengthens organisational governance, supports transparent and informed decision-making, and promotes greater consistency across the organisation. Work will continue in 2026–27 to embed the <i>Framework</i> and supporting tools across the organisation.
4.3.2 Publish plain language summaries of key council decisions and rationale	
Concise, accessible summaries of key council decisions published online	 We continued to make Council decisions more accessible by publishing clear, plain English summaries across multiple channels. During the year, we published 19 summaries explaining key decisions and the reasons behind them. These covered a range of important and complex topics, including actions to address antisemitism, our response to homelessness, protecting our tree canopy and our advocacy priorities for the community.
4.3.3 Review Council's Strategic Risk Register to reflect Council's priorities	
Council's strategic risks aligned to the new <i>Council Plan</i>	 We reviewed our <i>Strategic Risk Register</i> to align strategic risks with the priorities and objectives of the new <i>Council Plan 2025–2029</i>. The revised <i>Register</i> was adopted in February 2026.
4.3.4 Align Council's risk management practices with legal obligations and best practice	
- Review of Council's <i>Risk Management Framework</i> and <i>Policy</i> - Review of Council's <i>Fraud and Corruption Policy</i> and <i>Procedure</i> conducted	 We reviewed our <i>Risk Management Framework</i> and <i>Policy</i>, and <i>Fraud and Corruption Policy</i> and <i>Procedure</i>, to ensure alignment with legal obligations and best practice. The reviews were completed during 2025–26, with engagement, endorsement and implementation scheduled for 2026–27.

4.4 Our services are highly valued, well designed and responsive to community and customer needs

ACTIONS	PROGRESS
4.4.1 Develop strategies to enable community access to co-located customer service functions across a range of Council facilities	
Satellite customer service centre offered at Bentleigh Library and Youth Hub	 We engaged with the community to help shape the design of a satellite customer service centre at the Bentleigh Library and Youth Hub, ensuring the service responds to local needs and priorities. In June 2026, we opened the Hub, expanding access to Council services and providing community-focused support directly where residents need it.
4.4.2 Enhance Council's innovation capacity and maturity	
<i>Innovation Framework</i> developed and adopted to embed and maximise the value of innovation - Current baseline for innovation capability/ maturity quantified - Innovation toolkit operationalised and supporting new initiatives	 The <i>Innovation Framework</i> was adopted in June 2026, providing a structured approach to embedding innovation and continuous improvement across the organisation. An innovation maturity assessment was completed to establish a baseline for our capability and supporting change and communication plans were developed to support implementation. Work will continue in 2026–27 with delivery of the implementation plan and rollout of priority initiatives.
4.4.3 Conduct an operational review of Caulfield Recreation Centre	
- Operational review of Caulfield Recreation Centre completed - Report presented to Council	 We completed an operational review of Caulfield Recreation Centre and presented the findings and recommendations to the Glen Eira Leisure Advisory Committee. The review identified opportunities to improve services, programming and the customer experience, while recognising the importance of maintaining the centre's affordability and strong community focus. Recommendations are being presented to Council in July 2026 and support a short-term optimisation approach to address challenges associated with ageing facilities and limited space.
4.4.4 Develop and implement <i>Advocacy Priorities for 2026–27</i>	
<i>Advocacy Priorities 2026–27</i> adopted - Advocacy campaign implemented	 Council adopted the <i>Advocacy Priorities 2026–2027</i> in June 2026, providing a clear framework to guide our advocacy efforts. We also delivered a targeted advocacy campaign to build support for key projects and policy reform, helping raise awareness of priorities that benefit the community.
4.4.5 Review our approach to service planning to focus on our community's changing needs 	
- Refreshed service planning approach/framework - Service profile/catalogue published to community - Service redesigns/reviews using community feedback and strategic insights implemented	 We engaged specialist support to develop a contemporary approach to service lifecycle management that responds to changing community needs. A preliminary assessment of local, state, national and international trends was completed to better understand our operating environment and inform the design of a service planning framework aligned to organisational capability and capacity. Development of the framework will continue in 2026–27.

4.5 Our technology enables us to achieve our strategic priorities

MAJOR INITIATIVE	PROGRESS
4.5.1 Develop an <i>Artificial Intelligence Policy, Framework and Roadmap</i> to guide a responsible approach to the development and deployment of AI within Council • <i>AI Policy</i> adopted by Council • <i>AI Framework and Roadmap</i> endorsed by the Executive • Year one priority actions delivered	 Council adopted our <i>Artificial Intelligence Policy</i> in November 2025, supported by an <i>AI Governance Framework</i>, establishing a foundation for the safe, responsible and community-focused use of AI across the organisation. AI training was delivered to more than 130 staff, building capability to use AI effectively in their work, while an AI Community of Practice has continued to support knowledge sharing and learning. We will continue to embed responsible AI use across the organisation, supported by appropriate governance, training and safeguards. This work will be guided by a strategic roadmap focused on building organisational capability, identifying opportunities to improve services and productivity, and ensuring AI is used in a way that aligns with our values and community expectations.

ACTIONS	PROGRESS
4.5.2 Adopt the <i>Digital and Technology Strategy</i> to provide a roadmap to help align our technology and digital tools with our strategic priorities • <i>Digital and Technology roadmap</i> implemented • <i>Data Governance Framework</i> adopted • Enhanced venue booking system installed	 We adopted the <i>Digital and Technology Strategy</i> through the 2025–26 budget planning process, providing a roadmap to align technology and digital investment with strategic priorities. Implementation of the <i>Data Governance Framework</i> commenced during the year. A preferred supplier was appointed to deliver the enhanced venue booking system. These initiatives support improved digital services, stronger data management and more efficient service delivery for the community.

4.5.3 Design, implement and evaluate Artificial Intelligence initiatives and pilots aligned to Council's objectives • Business case to use AI to enhance customer experience on Council's digital platforms developed • Business case to introduce AI to reduce drowning risk at our aquatic facilities developed • Continue to evaluate the benefits of Microsoft CoPilot and other generative AI platforms to enhance productivity	 We developed a business case to investigate how AI could enhance customer experience across our digital platforms. We also assessed the potential use of AI technologies to support aquatic safety and reduce drowning risk. This preliminary assessment found that current solutions were not feasible for local implementation at this time, providing valuable insights to inform future opportunities. We continued to evaluate Microsoft Copilot and other generative AI tools to understand their potential to improve productivity, support innovation and streamline everyday work. Throughout this work, we maintained a strong focus on governance, risk management and the responsible use of emerging technologies.
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ACTIONS	PROGRESS
4.5.4 Explore ways to support self service opportunities for customers	
Roadmap for improvement opportunities to increase self service for customer interactions developed	 We improved self-service opportunities for customers by implementing the Snap Send Solve webform, replacing multiple enquiry channels with a single, customer-focused point of contact. This has streamlined enquiry management and enhanced the customer experience, while the introduction of SMS functionality for booked collections and payments has been incorporated into our self-service roadmap.
4.5.5 Review governance processes to explore automation opportunities	
Technology options identified to automate delegations, authorisations, policy register, legislative compliance, claims management and other currently manual processes	 We reviewed governance processes, including delegations, authorisations, the policy register, Freedom of Information register and other administrative registers, to identify opportunities for automation. An automation software solution has been purchased and implementation has commenced, supporting more efficient and streamlined governance processes across the organisation.

4.6 Our services are highly valued, well designed and responsive to community and customer needs

ACTIONS	PROGRESS
4.6.1 Implement the Workforce Plan to remain an Employer of Choice	
<i>Workforce plan</i> developed approved by CEO - Year one actions completed	 Our <i>Workforce Plan</i> has been approved by the CEO. We implemented year one actions from the <i>Workforce Plan</i> by integrating them into our <i>People Plan</i> , ensuring workforce initiatives are embedded in ongoing planning and delivery. In recognition of these efforts, we received the <i>Australian Business Award for Employer of Choice</i> in 2025, acknowledging excellence in employee recruitment, engagement and retention.
4.6.2 Finalise the Glen Eira staff Enterprise agreements	
- Glen Eira Leisure Enterprise agreement finalised - Glen Eira Enterprise agreements finalised	 We finalised the Glen Eira City Council Enterprise Agreement 2025, which was approved by the Fair Work Commission in January 2026. We also progressed the Glen Eira Leisure Enterprise Agreement, submitting it to the Fair Work Commission for approval in June 2026.

Innovative and financially sustainable Services

Our budget and actual result for 2025–26 is shown below for each of our services. 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).

SERVICE AND DESCRIPTION		NET COST
		Actual Budget
		Variance \$'000
Council news and information	Manages Council's reputation and issues management, strategic communications, digital communications, publications, brand and graphic design, media relations and content, including its websites, social media, and publications such as the monthly <i>Glen Eira News</i> .	(1,970) (2,145) (175)
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 <i>Performance Reports</i> and <i>Annual Report</i> .	(2,021) (2,608) (587)
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 760 full time positions) and an annual operating budget of over \$200 million and assets valued at \$2.7 billion.	(37,574) (36,935) 539
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.	(2,692) (2,677) 15
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.	118,583 118,434 (149)

Innovative and financially sustainable Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
GOVERNANCE				
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 There were seven decisions made in meetings closed to the public in the past financial year.	4.91%	2.63%	7.84%	5.15%
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement] Community satisfaction with consultation and engagement increased from 55 to 57 in 2025–26, reflecting our ongoing commitment to genuine and transparent engagement with the Glen Eira community. The implementation of the four-year <i>Community Engagement Roadmap</i> is expected to further strengthen community participation and support ongoing improvements in engagement outcomes.	57	55	55	57
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 There were 18 Council meetings consisting of 16 Ordinary Council Meetings and two Special Council Meetings. On four occasions there was one Councillor absent and on another two occasions two Councillors absent.	89.51%	93.24%	96.49%	83.95%
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$56,363	\$56,404	\$53,950	\$56,765
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community] Community satisfaction with decisions made in the interest of the community increased by three index points from 55 in 2025 to 58 in 2026. While performance in this area has improved from last year, expectations remain high, presenting an opportunity to further lift perceptions through clearer communication and engagement.	57	57	55	58

Our 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.

Delegations

Many important decisions are made by our elected Councillors at formal Council meetings. However, not all decisions are made this way. The 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, 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.



CEO Lucy Roffey speaks at a reception recognising Order of Australia recipients from Glen Eira, Bayside and Kingston councils at Glen Eira Town Hall in September 2025.

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.

Audit and Risk Committee

An Audit and Risk Committee was established in accordance with section 53(1) of the *Local Government Act 2020*.

The Committee plays an important role in supporting good governance across the organisation. It provides independent advice, oversight and assurance to help us make informed decisions and meet its responsibilities. This includes ensuring appropriate financial management, risk management and internal control systems are in place and operating effectively.

The Committee monitors and advises us on financial and performance reporting, risk management, internal controls, fraud prevention, compliance with policies, procedures, laws and regulations, and the work of internal and external auditors.

The Committee is supported by internal and external audit and other assurance providers. Through its work, it helps promote transparency, accountability and continuous improvement across our operations.

During 2025–26, the Committee maintained oversight of Council's financial reporting, audit activities, *Risk Management Framework*, compliance obligations and internal audit program. This contributed to a strong governance environment and supported organisational integrity.

Key contributions during 2025–26

During the year, the Committee:

- reviewed Council's Financial and Performance Statements and supported a successful year-end audit outcome.
- considered internal and external audit reports and monitored management actions in response to audit recommendations
- oversaw Council's risk management framework, including key strategic and operational risks
- monitored compliance and governance matters, including statutory obligations and policy compliance
- endorsed the *Internal Audit Plan* and monitored delivery of the audit program across key risk areas
- considered updates on financial sustainability, internal controls and organisational performance
- supported the strengthening of our *Risk Management Framework*, helping to promote a proactive and accountable approach to governance and oversight.

Audit and Risk Committee membership

Councillor representatives

(26 November 2024 to 24 November 2025)

- Cr Dr Simone Zmood (Mayor)
- Cr Luca Ragni (Deputy Mayor)
- Cr Sam Parasol (Substitute)
- Cr Kay Rimbaldo (Substitute)

Councillor representatives (25 November 2025 to current)

- Cr Dr Simone Zmood (Mayor)
- Cr Li Zhang (Deputy Mayor)
- Cr Jane Karlake (Substitute)
- Cr Luca Ragni (Substitute)

Independent representatives

- Craig Geddes (Chair)
- Menchi Schneier
- Lisa Tripodi

Five meetings of the Committee were held during 2025–26.

In accordance with the *Local Government Act 2020*, the Committee comprises a majority of independent members, including an independent Chair. Committee members demonstrated strong engagement throughout the year, actively contributing to discussions, decision-making and oversight activities.

Independent member remuneration

Independent members are remunerated in line with Council’s adopted arrangements, as set out below.

INDEPENDENT REPRESENTATIVE	REMUNERATION	APPOINTED UNTIL
Craig Geddes (Chair)	\$11,550 (excl. GST)	1 January 2027
Menchi Schneier	\$9,890 (excl. GST)	1 January 2028
Lisa Tripodi	\$9,890 (excl. GST)	1 January 2029

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 2025–26

Advisory committees

Our advisory committees provide advice, insights and recommendations to support Council’s decision-making and help deliver positive outcomes for the community.

CEO Employment Matters Advisory Committee

The CEO Employment Matters Advisory Committee provides advice and recommendations on matters relating to the appointment, remuneration, employment conditions and contract management of the CEO and Acting CEO. The Committee also oversees the CEO’s performance review process.

Councillor-appointed delegates for 2025–26:

- Mayor, Cr Dr Simone Zmood
- Cr Margaret Esakoff
- Cr Jane Karlake
- Cr Kimberley Young

Community Advisory Committees

As part of our commitment to working in partnership with the community, we established four Community Advisory Committees aligned with the strategic directions of the *Council Plan 2025–2029*.

These committees bring together Councillors and community members to share local knowledge, provide advice and help guide our work throughout the life of the *Plan*.

Community Safety, Cohesion, Health and Wellbeing Advisory Committee

The Committee is made up of:

- Cr Jane Karlake (Chair)
- Cr Margaret Esakoff (Deputy Chair)
- Cr Kay Rimbaldo
- Cr Li Zhang
- nine community representatives

Diverse, Welcoming and Accessible Places Advisory Committee

The Committee is made up of:

- Cr Sam Parasol (Chair)
- Cr Luca Ragni (Deputy Chair)
- Cr Kimberley Young
- 10 community representatives

Environmental Stewardship Advisory Committee

The Committee is made up of:

- Cr Arabella Daniel (Chair)
- Cr Li Zhang (Deputy Chair)
- Mayor, Cr Dr Simone Zmood
- 10 community representatives

Innovation and Financial Sustainability Advisory Committee

The Committee is made up of:

- Cr Kimberley Young (Chair)
- Cr Sam Parasol (Deputy Chair)
- Cr Jane Karlake
- two industry experts
- 10 community members

To find out more about our Community Advisory Committees, visit our website www.gleneira.vic.gov.au/services/community-support/community-advisory-committees



Councillors, community members and Glen Eira staff attended the first meeting of the Environmental Stewardship Advisory Committee in December 2025, sharing local knowledge and helping guide *Council Plan 2025–2029*.

Glen Eira Leisure (GEL) Advisory Committee

The Glen Eira Leisure (GEL) Advisory Committee is an independent advisory body comprising Councillors, community representatives and industry experts. The Committee provides strategic advice and oversight to support the effective governance, performance and long-term sustainability of Glen Eira Leisure.

The Committee helps strengthen governance, risk management, financial oversight, compliance and customer experience. It reviews quarterly performance, provides input into business plans, budgets and strategic priorities, and offers advice on key operational and strategic matters. While the Committee does not make decisions, it provides recommendations that support continuous improvement and the delivery of high-quality leisure services for the community.

The Committee is made up of:

- Cr Luca Ragni (Chair)
- Cr Margaret Esakoff
- Cr Kimberley Young
- three industry experts
- three community representatives

External and other committees

We also participate in a range of regional, sector and advocacy committees that support collaboration, knowledge sharing and the advancement of local government priorities.

These include:

- Municipal Association of Victoria (MAV)
- Victorian Local Governance Association
- Metropolitan Transport Forum
- Eastern Alliance for Greenhouse Action
- Local Government Working Group on Gambling
- Community Safety Committee

The Elsternwick Club Advisory Committee

The role of the committee is to provide advice and recommendations to Council and our officers to help guide the redevelopment of the Elsternwick Club into public open space, through the planning, concept design and implementation phases of the project.

Councillor-appointed delegates for 2025–26:

- Mayor, Cr Dr Simone Zmood (Chair)
- Cr Margaret Esakoff
- Cr Sam Parasol
- 10 community representatives

To find out more about our Advisory Committees, visit our website www.gleneira.vic.gov.au/about-council/meetings-and-agendas/advisory-committees



Councillor Li Zhang (centre) and Glen Eira staff represented Glen Eira at the Municipal Association of Victoria State Council meeting in May 2026.

Information governance

Freedom of information

We are subject to the *Freedom of Information Act 1982 (Vic)*, which provides a right of access to the documents we hold, subject to certain exemptions. During 2025–26, we received 70 applications under the Act, compared to 43 in the previous financial year.

You can request access to the documents we hold under the 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 that we hold that were created on or after 1 January 1989, including documents produced by us or received from external parties.

To make a valid request under section 17 of the 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 www.gleneira.vic.gov.au/foi
- in person at our Service Centre at the Town Hall
- by post to:

Freedom of Information Officer

Glen Eira City Council

PO Box 2421, Caulfield Junction, VIC 3161

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

Privacy breaches and complaints

We identified 17 privacy incidents in 2025–26 involving:

- six instances where personal information was emailed or otherwise disclosed to an unintended recipient, recipients were incorrectly copied into correspondence, or email addresses were visible to other recipients
- three instances where unredacted planning objections were released to permit applicants, resulting in the disclosure of personal information relating to objectors
- two instances where personal information was incorrectly linked to another person's profile, resulting in unauthorised access to personal information or disclosure to an unintended recipient
- broader-than-intended public access to a one of our registers
- unauthorised viewing of CCTV footage contrary to our *CCTV Policy*
- use of personal information by a contractor's employee for a purpose unrelated to their duties
- disclosure of the existence of a previous privacy complaint to a third party
- 38 letters intended for different recipients being sent to a single recipient in error
- a request for anonymity not being handled in accordance with our procedures, resulting in personal information being associated with a customer record and follow-up correspondence being issued.

One privacy incident was reported to the Office of the Victorian Information Commissioner (OVIC) by the affected individual.

All incidents were managed in accordance with our *Privacy and Health Records Policy*. Appropriate remedial action was taken, including contacting affected individuals, notifying OVIC where appropriate, requesting deletion of information, correcting process and system issues, undertaking investigations, and reinforcing staff awareness of privacy obligations.

We received two privacy complaints in 2025–26 relating to:

- concerns regarding Council's use of email to communicate personal information
- an alleged disclosure of information provided to us in confidence.

We responded to all complaints in accordance with its *Privacy and Health Records Policy* and applicable legislation.

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)*.

To find out more refer to our *Privacy and Health Records Policy*, visit our website www.gleneira.vic.gov.au/privacy

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 2025–2029* 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 our staff
- registers of interstate travel undertaken by Councillors or our staff
- registers of donations and grants that we made
- registers of leases that we entered into
- 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* 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).

Governance and management checklist

Each year, councils report on how well they are governed and managed through the *Local Government Performance Reporting Framework*, as required under the *Local Government Act 2020 (Act)*.

This *Framework* includes a 27-item governance and management checklist. It supports transparent reporting and helps show whether we have strong systems in place for community engagement, planning, monitoring, reporting and decision-making.

The results below show how we performed against this checklist.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
1	Community Engagement Policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 23 July 2024
2	Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	<i>Community Engagement Toolkit</i> (online) Date of commencement: 23 July 2024
3	Financial Plan (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 Date of adoption: 28 October 2025 and 30 June 2026
4	Asset Plan (Plan that sets 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 Date of adoption: 28 October 2025
5	Revenue and Rating Plan (Plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 30 June 2026
6	Annual Budget (Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 30 June 2026
7	Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current Policy in operation Date of commencement: 19 July 2022 (Administrative update May 2025)
8	Fraud Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current Policy in operation Date of commencement: 28 November 2023 (Administrative update May 2025)

The results below show how we performed against this checklist.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
9	Municipal Emergency Management Planning (Council's participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC))	MEMPC meetings attended by one or more representatives of Council (other than the chairperson) during the financial year Date of MEMPC meetings attended: • 9 July 2025 • 22 October 2025 • 25 March 2026
10	Procurement Policy (Policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of commencement: 3 November 2021
11	Business Continuity Plan (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current <i>Plan</i> in operation Date of commencement: 25 March 2026
12	Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current <i>Plan</i> in operation Date of commencement: 17 April 2025
13	Complaint Policy (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 Date of commencement: 25 November 2023
14	Workforce Plan (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 Date of commencement: 20 March 2026
15	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 <i>Policy</i> in operation Date of commencement: 23 July 2024
16	Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	Current <i>Framework</i> in operation Date of commencement: 19 July 2022 (Administrative update May 2025)
17	Audit and Risk Committee (Advisory committee of Council under section 53 and section 54 of Act)	Established in accordance with section 53 of the Act Date of commencement: 11 August 2020

The results below show how we performed against this checklist.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
18	Internal audit (Independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance risk and management controls)	Internal auditor engaged Date of engagement: 1 July 2025 
19	Performance Reporting Framework (A set of indicators measuring financial and non-financial performance including the performance indicators referred to in section 98 of the Act)	Current <i>Framework</i> in operation Date of adoption: 28 October 2025 
20	Council Plan reporting (Report reviewing the performance of the Council against the <i>Council Plan</i> including the results in relation to the strategic indicators for the first six months of the financial year)	Current report Date of report: 17 March 2026 
21	Quarterly budget reports (Quarterly reports presented to Council under section 97 of the Act comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act. Date of reports: • 2 September 2025 • 25 September 2025 • 5 November 2025 • 25 November 2025 • 3 February 2026 • 24 February 2026 • 17 March 2026 • 28 April 2026 • 19 May 2026 • 30 June 2026 
22	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 Date of report: 5 February 2026 
23	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 Act)	Performance reports prepared Date of report: 24 February 2026 

The results below show how we performed against this checklist.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
24	Annual Report (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 at a meeting of Council in accordance with section 100 of the Act. Date of presentation: 16 October 2025
25	Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act. Date reviewed and adopted: 13 November 2024
26	Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	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. Date of review: 25 February 2026
27	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 Date rules adopted: 3 September 2024

I certify that this information presents fairly the status of our governance and management arrangements.



Lucy Roffey

Chief Executive Officer

Dated: 23 September 2026



Councillor Dr Simone Zmood

Mayor

Dated: 23 September 2026

Statutory information

Contracts

All contracts awarded during 2025–26 that were valued or above \$300,000, were awarded following a public tender process in accordance with our *Procurement Policy*.

The table below shows contracts valued above \$300,000 for 2025–26.

CONTRACT DESCRIPTION	AWARDED TO	DATE AWARDED
The Elsternwick Club — new open space concept design	Hassell Limited	4 July 2025
Printing of <i>Glen Eira News</i>	Newsprinters Pty Ltd	12 August 2025
Provision of street sweeping and cleaning services	Environmental Wastewater Catchment Services Pty Ltd, as the trustee for EWCS Unit Trust, trading as Enviro Sweep	12 August 2025
Inspection, maintenance and repair of traffic signals, electronic speed limit signs and metered street lights	Onelec Data & Electrical Pty Ltd	22 August 2025
Packer Park cricket net upgrade	Gilmore Civil Pty Ltd	16 September 2025
Glen Eira Sports and Aquatic Centre (GESAC) <i>Getting off Gas</i> — design consultancy services	GHD Pty Ltd	24 September 2025
Provision of cleaning services to aquatic and leisure facilities	Alpha Corporate Property Services Pty Ltd	25 September 2025
Delivery of road resurfacing and associated civil works	Prestige Paving Pty Ltd	25 September 2025
Provision of traffic management services (panel)	Panel of six providers	25 September 2025
Finance system replacement — stage two	Oracle Corporation Australia Pty Ltd	25 September 2025
Neerim Road, Boyd Park pedestrian operated signal and associated civil works	Prestige Paving Pty Ltd	29 October 2025
Mackie Road Reserve pavilion construction	2MORO Group Pty Ltd	5 November 2025
Maple Street reconstruction	GP Bluestone	1 December 2025
Heritage consultancy services (panel)	Panel of seven providers	3 December 2025
Landscape and recreation asset maintenance and development services (panel)	Panel of 17 providers	16 December 2025

The table below shows contracts valued above \$300,000 for 2025–26.

CONTRACT DESCRIPTION	AWARDED TO	DATE AWARDED
Provision of facilities management services	Campeyn Group Pty Ltd	16 December 2025
<i>Disability Discrimination Act</i> upgrade works — Town Hall Service Centre entrance	AWS Services Pty Ltd	23 December 2025
Murrumbeena Park — oval one irrigation system upgrade works	Aqualines Irrigation Pty Ltd	24 December 2025
Supply and delivery of promotional materials (panel)	Panel of five Providers	28 January 2026
Staniland Grove public toilet upgrade	Stellar (Aust) Pty Ltd	10 February 2026
Supply and delivery of spin bikes for GESAC	Novofit Pty Ltd	24 February 2026
Annual contract for minor capital building renewal works (panel)	Panel of 38 providers	24 February 2026
Tree supply, planting and establishment maintenance	Melbourne Treeworks Pty Ltd	24 February 2026
Venue management system	Attekus Pty Ltd	19 March 2026
Patterson Road/Tucker Road pedestrian-operated signals and civil works	Miepol Pty Ltd	19 March 2026
Lord Street reconstruction	V Crete Contractors Pty Ltd	23 March 2026
Mackie Road Reserve Dog Park construction	Yellowstone Landscaping Pty Lt	30 April 2026
Supply and delivery of chemicals for park services maintenance activities (panel)	Panel of 5 providers	13 May 2026
Public toilet cleaning and maintenance of automated public toilets	Makkim Pty Ltd	9 June 2026
GESAC <i>Getting of Gas</i> — works project management services including superintendent works	RP Infrastructure Pty Ltd	15 June 2026
Carnegie Library degasification	Entire Service & Maintenance Pty Ltd	16 June 2026

Disability Act 2006 — Disability Action Plan

We are committed to creating an inclusive and accessible community where people of all abilities can participate fully in community life. Through the *Council Plan 2025–2029* and *Disability Support Policy*, we continued to strengthen disability inclusion across our programs, services and community initiatives.

During 2025–26, we supported participation and inclusion through the *EmployAbility* program, adaptive sports programs and the Disability Reference Network. We also continued to raise awareness of visible and non-visible disabilities through the *Hidden Disabilities Sunflower* initiative and staff training.

We recognised and promoted important dates including *International Day of People with Disability*, *Neurodiversity Celebration Week*, *World Autism Awareness Day* and *National Brain Injury Awareness Week*, helping to build awareness and celebrate diversity within our community.

By working with community organisations, service providers and people with lived experience, we continued to reduce barriers to participation and support a more inclusive, connected and accessible community.



Community members enjoyed a wheelchair AFL exhibition at GESAC during *International Day of People with Disability* celebrations in December 2025, promoting inclusion and participation.

Food Act 1984 — ministerial directions

We did not receive any ministerial directions under the provisions of section 7e of the *Food Act 1984* during 2025–26.

Domestic Animals Act 1994 — Domestic Animal Management Plan

Under the *Domestic Animals Act 1994*, we are required to prepare a *Domestic Animal Management Plan* every four years and report annually on its implementation. During 2025–26, we continued to deliver the actions outlined in the *Domestic Animal Management Plan 2022–2026* while engaging with the community to help shape the next *Plan* before the current *Plan* expired in November 2025.

Council adopted a new *Domestic Animal Management Plan 2026–2029* on 25 November 2025, which will guide the management of domestic animals over the next four years. The *Plan* provides a strategic framework and action program focused on animal registration, responsible pet ownership, identification of cats and dogs, managing nuisance and animal-related issues, reducing cat overpopulation and euthanasia rates, minimising risks associated with dog attacks, and effectively managing declared dog.

In 2025–26, we met or exceeded the targets for seven of the nine performance indicators. While the cat registration target was not achieved, registrations increased significantly during the year following a period of relatively stable numbers. This positive trend indicates the target is likely to be achieved in the next reporting period. To support registration compliance, we continued to issue SMS reminders to pet owners who had not renewed their registrations.

We also narrowly missed the target for the infringement-to-warning ratio, recording 48 per cent against a target of less than 40 per cent. This result reflects our continued focus on enforcement where animal management requirements were not met and community expectations for responsible pet ownership.

Domestic Animals Act 1994 — Domestic Animal Management Plan

The table below provides an assessment of our performance against the *Domestic Animal Management Plan* key indicators for 2025–26.

INDICATOR	TARGET %	2021–22 %	2022–23 %	2023–24 %	2024–25 %	2025–26 %		2025–26
Dog registration rate (dogs registered/estimated dog population)	85	96	99	92	89	99	dogs registered dogs estimated	13,893 14,000
Cat registration rate (cats registered/estimated cat population)	85	82	82	73	70	80	cats registered cats estimated	4,782 6,000
Enforcement success rate (successful prosecutions/total prosecutions)	100	100	100	100	100	100	successful total prosecutions	12 12
Dog return/reclaim rate (total dogs reclaimed-returned/ total dogs impounded (includes adopted/sold dogs))	90	99	100	99	93	98	dogs reclaimed dogs impounded	63 66
Cat reclaim/return rate (total cats reclaimed/total cats impounded) (includes adopted/ sold cats)	20	49	95	90	93	88	cats reclaimed cats impounded	44 50
Domestic animal business compliance rates (registered/compliant)	93	100	100	100	100	100	registered compliant	8 8
Dog desexing rate (dogs de-sexed/actual registered)	70	80	82	83	84	82	dogs de-sexed dogs registered	11,396 13,893
Cat desexing rate (cats desexed/actual registered)	80	97	98	97	99	98	cats de-sexed cats registered	4,706 4,782
Infringements versus official warnings rates (infringements/warnings)	<40	47	60	75	52	48	infringements warnings	31 64

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 *DCP* (IN-04 Intersection of South Drive and East Boundary Road) was delivered in 2023–24 by the developer. We are continuing to work towards securing a works-in-kind agreement with this developer to provide sufficient credit for the works under the *DCP*.

In 2025–26 a planning permit was issued for the intersection of North Drive and East Boundary Road, Bentleigh East. Construction is expected to commence in 2026–27.

A separate works in kind agreement will need to be entered into to provide the developer with credit for these works under the *DCP*.

While more planning permits have been issued within the precinct, the further collection of development levies is dependent on planning permits being acted upon and conditions requiring the payment of the levies to be discharged. The permits currently being acted upon in the southern area of the precinct i.e. the Levande retirement village, is expected to commence payment of the levies in the next financial year.

The table below shows the total *DCP* contributions received and expended to date (for *DCPs* approved after 1 June 2016).

DCP NAME (YEAR APPROVED)	TOTAL LEVIES RECEIVED \$	TOTAL LEVIES EXPENDED \$	TOTAL WORKS-IN-KIND ACCEPTED \$	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) \$
East Village Development Contributions Plan 2021	\$8,475	\$0	\$0	\$8,475
Total	\$8,475	\$0	\$0	\$8,475

The table below show land, works, services or facilities delivered in 2025–26 from *DCP* levies collected.

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED \$	WORKS- IN-KIND ACCEPTED \$	COUNCIL'S CONT* \$	OTHER CONT* \$	TOTAL PROJECT EXPENDITURE \$	PERCENTAGE OF ITEM DELIVERED
South Drive and East Boundary road intersection	IN-04	East Village <i>DCP</i>	\$0	\$0	\$0	\$0	\$0	100%

*contribution/s

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 us, our staff or our Councillors. Disclosures may be made:

- about us 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 our officers, Councillors, employees, or members of the public. We are 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 2025–26.

Road Management Act 2004 — ministerial direction

We did not receive any ministerial directions under the provisions of the *Road Management Act 2004* during 2025–26.



Kerb and channel renewal works improve the condition and safety of local streets across Glen Eira.

Murrumbreena Cricket Club players trained at the upgraded cricket nets at Murrumbreena Park in February 2026, supporting participation and player development.

Our finances



Understanding this year's financial result

The 2025–26 financial year reflects a period of disciplined financial management, strong governance and continued investment in the services and infrastructure that support the Glen Eira community.

We recorded an operating surplus of \$13.08 million, which was \$7.1 million favourable to budget, while delivering \$20.93 million in capital works and maintaining a strong liquidity position. Total cash and investments at year end were \$94.88 million, and borrowings reduced to \$47.61 million, reflecting our commitment to responsible financial stewardship.

While these results demonstrate that we remain financially sound, it is important to recognise that headline financial outcomes do not always reflect underlying operating performance. A number of one-off grants, capital funding contributions and accounting adjustments contributed to the reported result and are not expected to recur annually.

After adjusting for these items, our normalised operating result provides a clearer picture of the organisation's underlying financial performance and capacity to respond to future financial pressures.

Economic factors

As with many Victorian councils, Glen Eira continues to face significant structural challenges. Cost increases across employee expenses, construction, utilities and service delivery continue to exceed revenue growth, while rate capping limits our ability to recover these costs through our primary revenue source. Cost shifting from other levels of government also continues to place pressure on our resources.

Despite these challenges, we remain focused on delivering long-term financial sustainability through disciplined financial management, strategic investment in community infrastructure and implementation of the *Financial Sustainability Strategy* adopted in December 2025.

Looking beyond the reported surplus

While we reported an operating surplus of \$13.08 million, the result includes several items that do not reflect normal ongoing operations and therefore distort the underlying financial position.

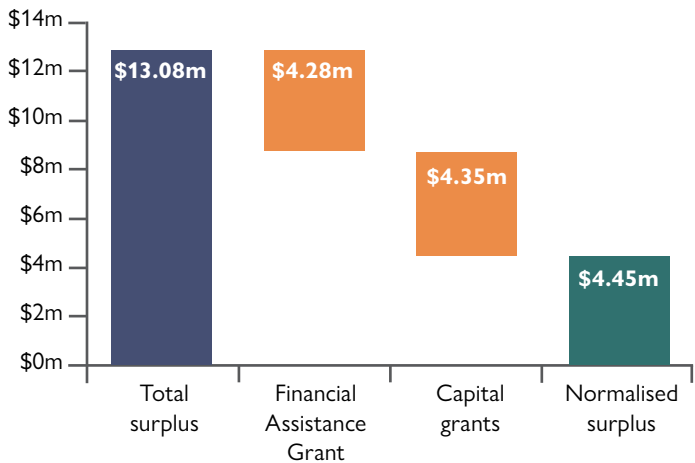
These include:

- Financial Assistance Grant prepayment \$4.28 million
- Capital grants for specific projects: \$4.35 million

After adjusting for these one-off, restricted and non-operational items, our normalised operating surplus is approximately \$4.45 million.

This adjusted result provides a more meaningful measure of our underlying financial performance and highlights the narrowing operating margin available to absorb future cost increases. While we remain financially sustainable, the normalised result reinforces the importance of continuing to prioritise efficiency, service optimisation and disciplined financial management.

Reconciliation of reported operating surplus to normalised operating result



Where the money came from and where it went

Income

We generated total revenue of \$237.86 million, which was \$9.4 million (four per cent) above budget.

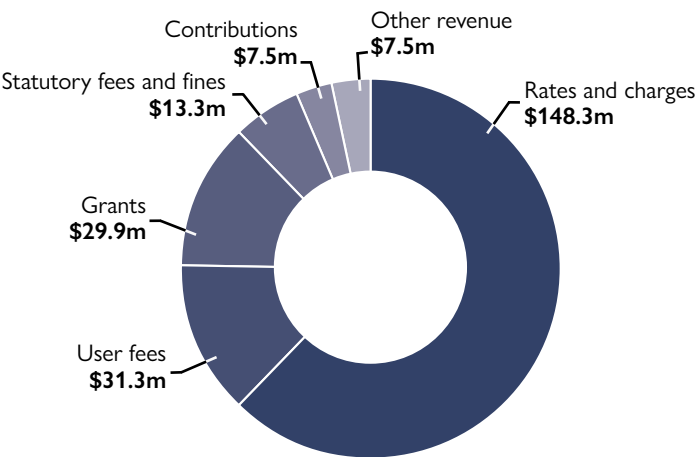
This favourable result was driven by a combination of operational performance and non-recurring income sources, including:

- higher parking enforcement revenue
- continued growth in leisure membership revenue
- increased aged care funding
- early receipt of Financial Assistance Grants
- additional capital grants for major projects
- higher than anticipated public open space contributions.

Rates and charges remain our largest source of revenue, representing approximately 62 per cent of total income, providing the foundation for funding essential community services and infrastructure.

While the revenue result was positive, several favourable variances were driven by timing or one-off funding sources. As a result, ongoing revenue growth remains constrained relative to increasing service delivery costs.

2025–26 sources of income by category



Expenditure

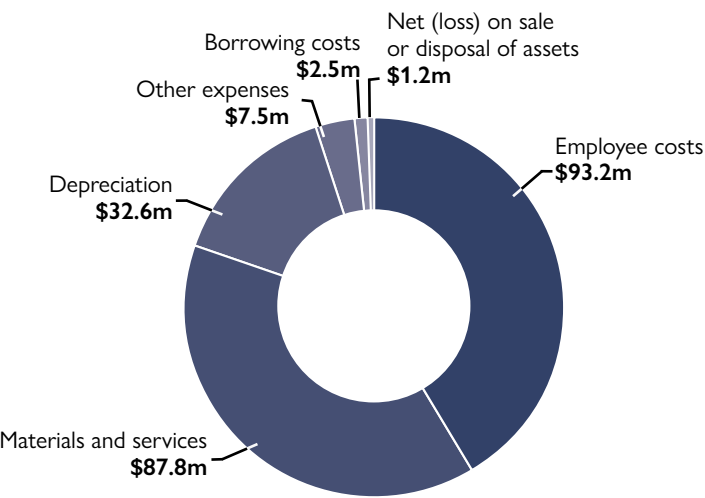
Total expenditure was \$224.77 million, approximately \$2.3 million above budget.

The primary driver of this increase was depreciation and amortisation expense, which rose following asset revaluations and the completion of capital projects that increased our depreciable asset base.

Employee costs together with materials and services continue to represent the largest components of our expenditure profile, reflecting the labour-intensive nature of local government service delivery.

These costs continue to increase faster than our primary revenue source under the Victorian rate capping framework, reinforcing the need for ongoing financial discipline and service planning.

2025–26 categories of expenditure by type



Investing in community assets

Capital works delivered

We delivered \$20.93 million in capital works during 2025–26, supporting the ongoing renewal and enhancement of community infrastructure.

Key investment areas included:

- open space and recreation — \$5.40 million
- plant and equipment — \$3.83 million
- footpaths — \$3.61 million
- roads — \$3.57 million
- buildings — \$3.24 million

Capital expenditure was below the adopted budget, due to project timing, procurement challenges and delivery constraints. Funding associated with deferred projects has been carried forward to support future delivery.

Importantly, our capital investment was heavily focused on maintaining and improving existing infrastructure:

- renewal — 47.98%
- upgrade — 51.55%
- Nnew assets — 0.47%

Our capital program remains focused on renewing and upgrading existing assets, with more than 99 per cent of investment directed towards maintaining community infrastructure.

Funding future open space

The Public Open Space Reserve remains a significant strategic funding source that supports our *Open Space Strategy*.

During the year we received \$7.5 million through developer contributions under the *Subdivision Act 1988*, increasing the reserve balance to \$34.16 million.

These funds are legally restricted and can only be used for the acquisition, development and improvement of public open space.

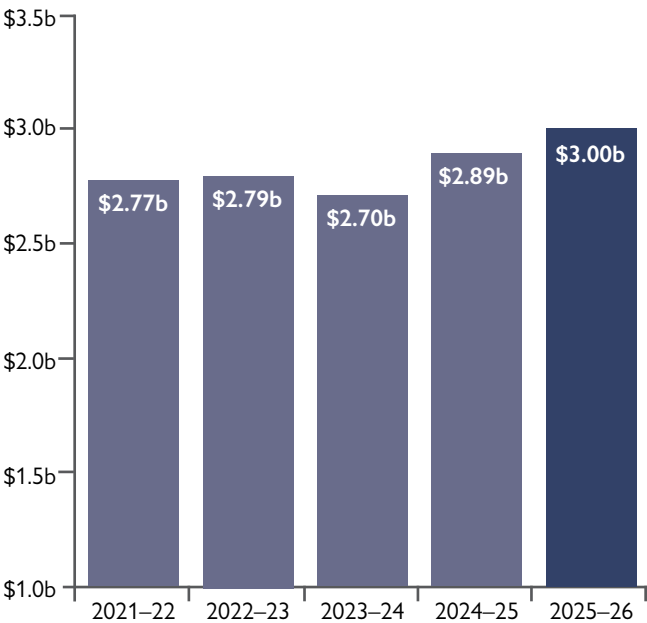
Growing and maintaining community assets

Our asset base increased from \$2.89 billion to \$3 billion during the year.

The increase reflects ongoing investment in infrastructure, asset revaluations and the delivery of capital works projects, offset by normal depreciation and asset disposals.

This growth reinforces our role as custodian of significant community assets and demonstrates continued investment in the infrastructure required to support current and future generations.

Property, infrastructure, plant and equipment and intangibles



Maintaining a strong financial position

Cash reserves and liquidity

We maintained a strong liquidity position with \$94.88 million in cash and investments at 30 June 2026.

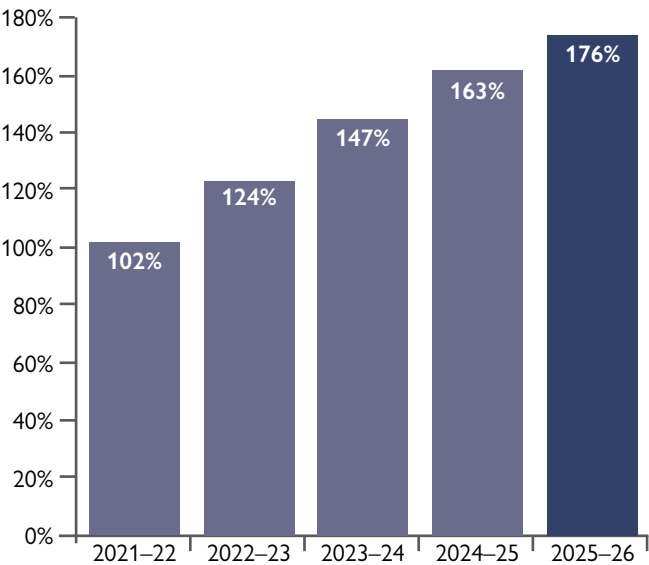
However, a significant portion of these funds is restricted or held for specific obligations, including:

- employee entitlements
- public open space contributions
- aged care bonds and deposits
- emergency Services and Volunteer Fund collections
- contractual commitments and deposits.

After accounting for these restrictions, available working capital is significantly lower than the reported cash balance.

Maintaining adequate liquidity remains essential as we continue to invest in infrastructure while managing increasing operating and financial risks.

Liquidity ratio (working capital)



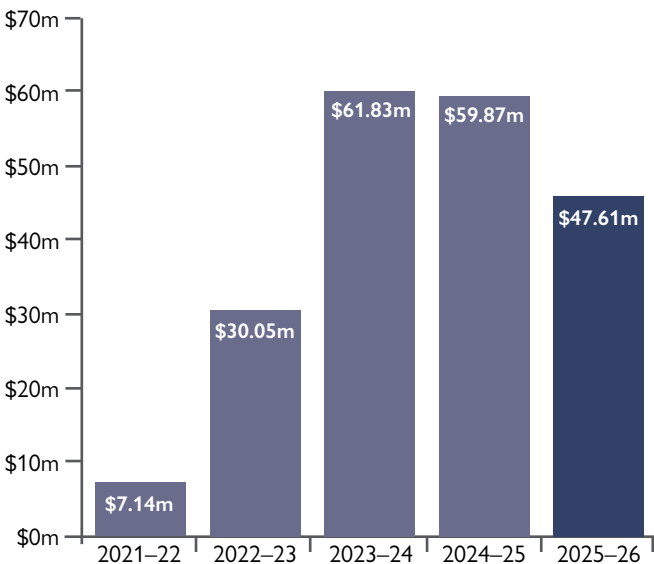
Debt management

Total borrowings at 30 June 2026 were \$47.61 million, down from the previous year following the repayment of an existing loan.

Our debt levels remain manageable and are incorporated into the *Long-Term Financial Plan*, with repayments aligned to the useful life of major infrastructure assets.

The reduction in borrowings reflects our commitment to responsible debt management and implementation of the *Financial Sustainability Strategy*.

Borrowings over time



Looking ahead

We face an increasingly complex and financially constrained operating environment. Ongoing cost pressures across construction, utilities, employee expenses and borrowing costs continue to outpace revenue growth, placing sustained pressure on our operating budget and Long-term financial capacity.

At the same time, the Victorian Government's rate capping framework continues to constrain our ability to align revenue growth with underlying cost increases. We also continue to provide significant funding support for services delivered on behalf of other levels of government, including school crossing supervision, libraries and maternal and child health, where external funding does not fully reflect the true cost of service delivery.

To address these challenges, Council adopted its *Financial Sustainability Strategy* in December 2025, providing a clear framework to strengthen long-term financial resilience and guide future decision-making. During 2025–26, we progressed a range of initiatives aligned with the *Strategy's* financial levers, including strengthening long-term financial planning, improving the sustainability of revenue sources, implementing more disciplined funding approaches and aligning investment decisions with community priorities.

A key focus has been ensuring that capital investment remains both strategic and financially sustainable. This includes better alignment of the capital works program with asset management objectives, the establishment of a Strategic Asset Reserve to support future asset renewal, and a more disciplined approach to borrowing that better matches debt repayments to asset life and promotes intergenerational equity.

We will continue to focus on rebuilding financial capacity, strengthening cash reserves and maintaining financial flexibility while balancing investment in ageing infrastructure with the delivery of essential community services. Through disciplined financial management and ongoing implementation of the *Financial Sustainability Strategy*, we are well positioned to respond to future challenges while continuing to deliver value for the Glen Eira community.

John Vastianos

Chief Financial Officer



Chief Financial Officer, John Vastianos

The background of the page is a photograph of a building's exterior. It features a series of white columns with highly detailed, dark-stained wooden capitals. The carvings on the capitals are intricate, showing acanthus leaves and other classical motifs. The perspective is looking up at the columns, creating a sense of height and grandeur. A large, semi-circular teal graphic is overlaid on the right side of the image, containing the title text.

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: 11 September 2026

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 2026 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: 11 September 2026

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



Li Zhang

Deputy Mayor

Dated: 11 September 2026

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



Lucy Roffey

Chief Executive Officer

Dated: 11 September 2026

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



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 2026 • 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 2026 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 (including Independence Standards)</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 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.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

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
18 September 2026



Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
for the year ended 30 June 2026

Page 4

	Notes	2026 \$ '000	2025 \$ '000
Income / revenue			
Rates and charges	3.1	148,301	142,417
Statutory fees and fines	3.2	13,502	11,770
User fees	3.3	31,258	28,969
Grants — operating	3.4	25,510	25,755
Grants — capital	3.4	4,351	11,213
Other income	3.5	7,474	6,534
Contributions — monetary	3.6	7,459	6,800
Share of net surplus of joint operations	6.1	-	1,787
Total income / revenue		237,855	235,245
Expenses			
Employee costs	4.1	93,181	92,694
Materials and services	4.2	87,774	80,355
Depreciation	4.3	31,680	29,597
Amortisation — intangible assets	4.4	285	350
Depreciation — right of use assets	4.5	628	628
Net loss on sale / disposal of property, infrastructure, plant and equipment	4.6	1,202	92
Borrowing costs	4.7	2,345	2,472
Finance costs — leases	4.8	136	141
Other expenses	4.9	7,436	7,432
Share of net loss of joint operations	6.1	104	-
Total expenses		224,771	213,761
Surplus for the year		13,084	21,484
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation surplus	9.1 (a)	130,632	176,915
Total other comprehensive income		130,632	176,915
Total comprehensive result		143,716	198,399

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

	Notes	2026 \$ '000	2025 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	94,875	77,437
Trade and other receivables	5.1 (c)	24,802	22,648
Prepayments		2,955	2,764
Other assets	5.2 (a)	2,993	2,950
Total current assets		125,625	105,799
Non-current assets			
Other financial assets	5.1 (b)	5	5
Investments in joint operations	6.1 (a)	122	327
Property, infrastructure, plant and equipment	6.2	3,003,669	2,885,292
Right-of-use assets	5.8	750	1,215
Intangible assets	5.2 (b)	304	589
Total non-current assets		3,004,850	2,887,429
Total assets		3,130,475	2,993,228
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	(22,162)	(18,041)
Trust funds and deposits	5.3 (b)	(24,729)	(25,218)
Contract and other liabilities	5.3 (c)	(7,326)	(4,988)
Provisions	5.5	(13,971)	(13,782)
Interest-bearing liabilities	5.4	(2,258)	(2,155)
Lease liabilities	5.8	(733)	(706)
Total current liabilities		(71,179)	(64,890)
Non-current liabilities			
Provisions	5.5	(1,650)	(1,479)
Interest-bearing liabilities	5.4	(45,353)	(57,716)
Lease liabilities	5.8	(372)	(839)
Investments in joint operations	6.1 (b)	(2,910)	(3,010)
Total non-current liabilities		(50,285)	(63,044)
Total liabilities		(121,464)	(127,934)
Net assets		3,009,011	2,865,295
Equity			
Accumulated surplus		1,029,989	1,024,177
Reserves	9.1	1,979,022	1,841,118
Total equity		3,009,011	2,865,295

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

2026	Notes	Total	Accumulated surplus	Other Reserves	Asset Revaluation Reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,865,295	1,024,177	28,147	1,812,971
Surplus for the year		13,084	13,084	-	-
Net asset revaluation gain	9.1(a)	130,632	-	-	130,632
Transfers to Public Open Space Reserve	9.1(b)	-	(7,459)	7,459	-
Transfers from Public Open Space Reserve	9.1(b)	-	187	(187)	-
Balance at the end of the financial year		3,009,011	1,029,989	35,419	1,943,603

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	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)	-
Balance at the end of the financial year		2,865,295	1,024,177	28,147	1,812,971

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

Statement of Cash Flows
for the year ended 30 June 2026

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	Notes	2026 inflows/ (outflows) \$ '000	2025 inflows/ (outflows) \$ '000
Cash flows from operating activities			
Rates and charges		147,500	141,814
Statutory fees and fines		13,502	11,770
User fees		30,666	30,034
Other receipts		3,357	2,796
Grants — operating		25,567	25,630
Grants — capital		6,947	12,779
Contributions — monetary		7,459	6,800
Interest received		3,919	3,349
Trust funds and deposits taken		7,638	4,576
Net GST refund		8,603	9,647
Employee costs		(92,900)	(93,317)
Materials and services		(95,182)	(88,636)
Short-term, low value and variable lease payments	5.8	(22)	(12)
Trust funds and deposits repaid		(8,126)	(3,251)
Other payments		(6,035)	(5,889)
Net cash provided by operating activities	9.2	52,892	58,090
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(20,312)	(34,587)
Proceeds from sale of property, infrastructure, plant and equipment		202	474
Net cash used in investing activities		(20,110)	(34,113)
Cash flows from financing activities			
Finance costs		(2,345)	(2,472)
Repayment of borrowings		(12,260)	(1,966)
Interest paid — lease liability		(136)	(141)
Repayment of lease liabilities		(603)	(588)
Net cash provided used in financing activities		(15,344)	(5,167)
Net increase in cash and cash equivalents		17,438	18,810
Cash and cash equivalents at the beginning of the financial year		77,437	58,627
Cash and cash equivalents at the end of the financial year		94,875	77,437
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 2026

Page 8

	2026 \$ '000	2025 \$ '000
Property		
Land	-	1,504
Buildings	3,241	17,289
Total property	3,241	18,793
Plant and equipment		
Plant, machinery and equipment	1,719	1,352
Computers and telecommunications	538	929
Library books, materials and equipment	586	478
Other plant and equipment	989	14
Total plant and equipment	3,832	2,774
Infrastructure		
Roads	3,569	5,567
Footpaths	3,611	2,685
Drainage	260	1,121
Open space and recreation	5,397	3,501
Car parks	419	470
Activity centre infrastructure	604	447
Total infrastructure	13,860	13,791
Total capital works expenditure	20,933	35,358
Represented by:		
Asset renewal expenditure	10,044	18,448
Asset upgrade expenditure	10,791	11,618
New asset expenditure	98	5,293
Total capital works expenditure	20,933	35,358

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

The total capital works expenditure presented above includes both new capital projects and the completion of carry-forward projects from the previous financial year.

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 3.4);
- 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 2025–26 *Budget* figures detailed below are those adopted by Council at the Council Meeting on 30 June 2025. 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 2026 \$ '000	Actuals 2026 \$ '000	Variance \$ '000	Variance %	Ref
Income / revenue					
Rates and charges	147,953	148,301	348	0%	
Statutory fees and fines	11,970	13,502	1,532	13%	(a)
User fees	30,007	31,258	1,251	4%	(b)
Grants — operating	19,973	25,510	5,537	28%	(c)
Grants — capital	8,717	4,351	(4,366)	(50%)	(d)
Other income	4,853	7,474	2,621	54%	(e)
Contributions — monetary	5,000	7,459	2,459	49%	(f)
Share of net surplus of joint operations	-	-	-	-	
Total income / revenue	228,473	237,855	9,382	4%	
Expenses					
Employee costs	93,301	93,181	120	0%	
Materials and services	88,814	87,774	1,040	1%	
Depreciation	29,094	31,680	(2,586)	(9%)	(g)
Amortisation — intangible assets	362	285	77	21%	(g)
Depreciation — right of use assets	533	628	(95)	(18%)	(g)
Net loss on sale / disposal of property, infrastructure, plant and equipment	1,061	1,202	(141)	(13%)	
Borrowing costs	2,438	2,345	93	4%	
Finance costs — leases	61	136	(75)	(123%)	
Other expenses	6,777	7,436	(659)	(10%)	
Share of net loss of joint operations	-	104	(104)	(100%)	(h)
Total expenses	222,441	224,771	(2,330)	(1%)	
Surplus for the year	6,032	13,084	7,052	117%	

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(a) Statutory fees	Statutory fees comprise legislated charges and fines, including animal registrations, health registrations and parking infringements. Revenue is influenced by factors such as enforcement activity, compliance levels and legislative changes. In 2025–26, statutory fee income exceeded budget by \$1.5 million, primarily due to increased parking enforcement activity, resulting in stronger infringement revenue compared with adopted budget.
(b) User fees	User fees primarily relate to the recovery of costs associated with delivering Council services, with charges paid directly by service users. These include fees for Glen Eira Leisure services, residential aged care and health services, family day care, and the hire of Council facilities. In 2025–26, user fee income exceeded budget by \$1.3 million, primarily due to: — higher than anticipated occupancy levels and resident acuity within Residential Aged Care, generating better than budget fee revenue of \$439,000; — unbudgeted collection of Family Day Care gap fees following legislative changes, generating \$394,000 in additional income. This revenue is fully offset by corresponding payments to educators within operating expenses; and — stronger than forecast visitation and membership growth at Glen Eira Leisure, including the full-year operation of Carnegie Memorial Swimming Pool, which contributed an additional \$375,000 in revenue.
(c) Grants — operating	Operating grants are received from State and Commonwealth governments to support the delivery of Council services to the community and may be either recurrent or non-recurrent in nature. In 2025–26, operating grant income was \$5.5 million above budget, primarily due to: — Victorian Grants Commission funding being \$1.8 million above budget, reflecting the advance payment of a portion of the 2026–27 Financial Assistance Grant allocation received during the year; — Aged Care Funding Instrument grants exceeding budget by \$2.8 million, largely driven by higher occupancy levels and resident acuity within Residential Aged Care; and — Commonwealth Home Support Programme funding being \$709,000 above budget, reflecting higher than anticipated service delivery levels during the year.
(d) Grants — capital	Capital grants comprise funding received from State and Commonwealth governments and other external organisations to support the delivery of Council's Capital Works Program. In 2025–26, capital grant income was \$4.4 million below budget, primarily due to the timing of grant-funded project delivery, including: — the Mackie Road Reserve Pavilion Redevelopment, resulting in grant income being \$2.7 million below budget; and — the Getting Off Gas at Glen Eira Sports and Aquatic Centre (GESAC) project, resulting in grant income being \$1.5 million below budget. The associated grant funding for these projects is expected to be recognised in 2026–27, as project milestones are achieved and claims are submitted in accordance with the relevant funding agreements.

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(e) Other income	Other income refers to revenue that is not classified as rates, grants, user fees, or statutory charges and includes sources such as investment interest, rental income, reimbursements, and miscellaneous revenue. In 2025–26, other income was \$2.6 million above budget, primarily due to: — higher than anticipated investment interest earnings of \$1.7 million; — rental income exceeding budget by \$215,000; and — the receipt of \$600,000 relating to Council's ongoing management, operation and maintenance responsibilities for public assets transferred following the Level Crossing Removal Project, including the Derby Crescent beautification works.
(f) Contributions — monetary	Monetary contributions primarily relate to open space contributions levied on multi-unit property developments. These funds are transferred to a restricted reserve and are used to support future land acquisitions and open space development projects. Contribution levels can vary significantly depending on development activity. In 2025–26, open space contributions exceeded budget by \$2.5 million, reflecting higher than anticipated development activity during the year. For further details, refer to Note 9.1(b).
(g) Depreciation and amortisation	Depreciation and amortisation are accounting measures that allocate the cost of Council's assets over their useful lives. They apply to property, infrastructure, plant and equipment, including assets such as roads, drains, buildings, parks and open space. In 2025-26, depreciation and amortisation expense was \$2.6 million above budget. This reflects the higher depreciable asset base resulting from asset revaluations undertaken in 2024-25 and the partial-year impact of revaluations completed during 2025-26, including infrastructure, buildings, parks and open space assets. The increase also reflects changes arising from the implementation of <i>AASB 13 Fair Value Measurement</i> and the capitalisation of completed capital works.
(h) Share of net loss 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 2025-26 adopted budget, the variance of \$104,000 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.

Note 2.1 Performance against budget (continued)

2.1.2 Capital works	Budget 2026 \$ '000	Actuals 2026 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Buildings	8,244	2,524	5,720	69%	
Total property	8,244	2,524	5,720	69%	(i)
Plant and equipment					
Plant, machinery and equipment	1,808	1,587	221	12%	
Computers and telecommunications	877	538	339	39%	
Library books, materials and equipment	605	586	19	3%	
Other plant and equipment	576	675	(99)	(17%)	
Total plant and equipment	3,867	3,386	481	12%	(j)
Infrastructure					
Roads	5,127	3,054	2,073	40%	
Footpaths	2,600	3,583	(983)	(38%)	
Drainage	1,267	242	1,024	81%	
Open space	4,632	2,676	1,956	42%	
Car parks	320	150	170	53%	
Activity centre infrastructure	1,111	604	507	46%	
Total infrastructure	15,057	10,310	4,747	32%	(k)
Total new capital works expenditure	27,167	16,220	10,948	40%	
Carried forward projects from previous year	6,624	4,714	1,910	29%	(l)
Total capital works expenditure (including carry forwards)	33,791	20,933	12,858	38%	
Represented by:					
Asset renewal expenditure	14,634	10,044	4,589	31%	
Asset upgrade expenditure	11,141	10,791	350	3%	
Asset expansion expenditure	100	-	100	100%	
New asset expenditure	7,917	98	7,819	99%	
Total capital works expenditure	33,791	20,933	12,858	38%	

Note 2.1 Performance against budget (continued)

Explanation of material variations — statement of capital works

Variance reference	Explanation
(i) Buildings	Buildings comprise the construction, renewal and improvement of Council-owned buildings and facilities, including community centres, municipal offices, sports facilities and pavilions. The underspend within the Buildings portfolio was primarily driven by the rephasing of the Mackie Road Reserve Pavilion Redevelopment (\$3.5 million) and the Getting Off Gas – Glen Eira Sports and Aquatic Centre project (\$1.03 million). Expenditure on both projects has been deferred to 2026–27, with the associated capital funding and grant income incorporated into the adopted 2026–27 Budget.
(j) Plant and equipment	Plant and equipment comprise tangible, long-term assets used to support Council operations and service delivery, including vehicles, machinery, furniture, IT hardware and library collections. The Plant and Equipment portfolio was \$0.48 million under budget, primarily reflecting savings in the IT Hardware Renewals project (\$339,000) and the Fleet and Plant Replacement Program (\$211,000). These savings were partially offset by minor overspends across other plant and equipment projects.
(k) Infrastructure	Infrastructure expenditure includes Council's investment in roads, footpaths, drainage, open space, car parks and activity centre infrastructure across the municipality. In 2025–26, infrastructure expenditure totalled \$10.3 million, which was \$4.7 million below budget. The variance was primarily driven by lower expenditure in Roads (\$2.1 million), Open Space (\$2.0 million) and Drainage (\$1.0 million), reflecting a combination of project savings, contractor and material supply constraints, delays in the delivery of major works, and the deferral of some projects into 2026–27. These underspends were partially offset by Footpath expenditure, which was \$983,000 above budget due to the accelerated delivery of renewal and improvement works during the year. Funding associated with deferred infrastructure projects has been carried forward into 2026–27 to support project completion and delivery in line with revised project schedules and approved capital works programs.
(l) Carried Forward Projects from Previous Year	Carried forward projects relate to capital works that were incomplete or had not commenced in the previous financial year due to factors such as planning requirements, weather impacts, extended consultation processes or other project delivery constraints. When Council adopted the 2025–26 Budget, it anticipated a carry forward program of \$6.6 million. During 2025–26, Council delivered \$4.7 million of projects carried forward from the 2024–25 financial year, resulting in an underspend of \$1.9 million. The variance was primarily attributable to delays in Road Safety Project (\$1.1 million) and savings achieved on the Packer Park Pavilion (\$429,000).

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 City Management — includes the Office of the Chief Executive Officer and key corporate service functions, including People and Culture, financial operations, payroll, procurement and contract management, fleet services, and rates and property valuations.

Community Wellbeing — delivers a broad range of services that support the social, cultural and economic wellbeing of the community, including 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 — supports effective governance and organisational performance through councillor support, customer service, public affairs, community engagement, reporting, advocacy, organisational strategy, enterprise project management, information technology and digital services, legal, risk and governance.

Planning and Place — manages development and compliance activities, including statutory planning, environmental health, local laws, planning policy and strategy, strategic property management, and road safety enforcement.

Sustainability, Assets and Leisure — delivers infrastructure and asset-related services that support the community, including climate and sustainability initiatives, leisure centres, capital works engineering, building maintenance, works depot operations, and parks services.

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

2026	Income / revenue	Expenses	Surplus / (deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management	135,477	48,046	87,431	11,145	142,551
Community Wellbeing	21,394	41,605	(20,211)	17,674	103,356
Customer and Corporate Affairs	1,705	27,792	(26,086)	-	32,300
Planning and Place	25,524	21,359	4,164	969	54,966
Sustainability, Assets and Leisure	53,755	85,969	(32,215)	73	2,797,302
Total	237,855	224,771	13,083	29,861	3,130,475

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

2026
\$ '000

2025
\$ '000

Note 3 Funding for the delivery of our services

3.1 Rates and charges

The rate cap for 2025-26 was set at three 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 *Emergency Services and Volunteers Fund*.

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 2025–26 was \$4,273 million (2024–25: \$4,189 million). The 2025–26 rate in the dollar was 2.7924 cents (2024–25: 2.7113 cents).

Municipal rates	118,031	113,325
Service rates and charges	28,394	27,260
Supplementary rates and adjustments	796	987
Interest on rates and charges	1,080	845
Total rates and charges	148,301	142,417

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2025 and the valuation was first applied in the rating year commencing 1 July 2025.

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	10,595	8,969
Building and planning	1,500	1,375
Environmental health registrations	476	600
Property information	329	277
Voting infringements	288	229
Land information certificates	236	215
Other statutory fees and fines	78	105
Total statutory fees and fines	13,502	11,770

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.

	2026 \$ '000	2025 \$ '000
Note 3 Funding for the delivery of our services (continued)		

3.3 User fees

Glen Eira Leisure	22,059	18,922
Animal registrations and local laws	2,275	3,023
Aged and health	2,149	2,180
Building and planning	1,251	1,272
Facility hire	955	1,044
Other user fees and charges	768	677
Family and children services	636	229
Parking meters	488	547
Road openings and reinstatements	464	416
Waste and sustainability	213	285
Community care	-	374
Total user fees	31,258	28,969

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.

	2026 \$ '000	2025 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	23,269	30,116
State funded grants	6,592	6,852
Total grants received	29,861	36,968
(a) Operating grants		
<i>Recurrent — Commonwealth Government</i>		
Aged care	8,295	8,065
Community care and development	4,901	4,611
Family and children services	99	249
Family day care	406	374
Financial assistance grants — general purpose *	5,650	6,143
Financial assistance grants — local roads *	1,144	1,264
Social support	829	794
<i>Recurrent — State Government</i>		
Community care and development	380	425
Immunisation	81	91
Libraries and learning centres	1,095	1,039
Maternal and child health	1,550	1,561
Other recurrent operating grants	113	249
School crossing supervisors	581	556
Senior citizens	4	59
Social support	5	5
Total recurrent operating grants	25,133	25,485
* During the 2025–26 financial year, the Commonwealth Government announced prepayments of Council's Financial assistance grants funding for 2026–27. The amount of \$4.28 million (80 per cent of the grant) was received in June 2026.		
<i>Non-Recurrent — State Government</i>		
<i>Pathway to Cladding Remediation Partnership Program</i>	377	270
Total non-recurrent operating grants	377	270
Total operating grants	25,510	25,755

	2026 \$ '000	2025 \$ '000
3.4 Funding from other levels of government (continued)		
(b) Capital grants		
<i>Recurrent — Commonwealth Government</i>		
<i>Roads to Recovery Program</i>	678	551
Total recurrent capital grants	678	551
<i>Non-recurrent — Commonwealth Government</i>		
Carnegie Memorial Swimming Pool redevelopment	-	7,500
<i>Local Roads and Community Infrastructure Program</i>	42	567
Packer Park Pavilion Upgrade	1,224	-
<i>Non-recurrent — State Government</i>		
Bentleigh Reserve Cricket Nets Upgrade	27	-
Bentleigh Reserve Multiuse Courts	500	-
<i>Black Spot Program</i>	-	113
<i>Caulfield Racecourse Reserve Pathway Project</i>	292	-
King George Lighting Upgrade	180	-
Koornang Park Lighting Upgrade	25	225
<i>Level Crossing Removal Project</i>	89	1,607
Lord Reserve Lighting Upgrade	-	228
Murrumbeena Park Cricket Nets Upgrade	3	-
Murrumbeena Park Lighting Upgrade	16	313
Packer Park Cricket Training Facilities Upgrade	27	-
<i>Transport Accident Commission (TAC) Local Government Grant Program</i>	1,248	109
Total non-recurrent capital grants	3,673	10,662
Total capital grants	4,351	11,213

	2026 \$ '000	2025 \$ '000
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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.

The following table provides a summary of unspent grants.

(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	2,560	-
Received during the financial year and remained unspent at balance date	4,276	2,560
Received in prior years and spent during the financial year	(2,560)	-
Balance at year end	4,276	2,560

Unspent grants are determined and disclosed on a cash basis.

3.5 Other income

Interest	3,919	3,349
Other income	1,482	992
Rentals and leases	1,423	1,431
Recyclables processing	335	496
Licences and permits *	315	266
Total other income	7,474	6,534

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	7,459	6,800
Total contributions — monetary	7,459	6,800

Monetary contributions are recognised as income at fair value when Council obtains control of the contributed asset. Public open space contributions are subsequently transferred to the Public Open Space Reserve in accordance with section 18 of the *Subdivision Act 1988*. Refer to Note 9.1(b).

	Notes	2026 \$ '000	2025 \$ '000
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Note 4 The cost of delivering services

4.1 Employee costs

Wages and salaries		72,840	73,011
Superannuation (refer to note 4.1(a))		9,258	8,631
Annual leave		5,944	6,120
Long service leave		1,771	1,916
WorkCover		2,602	1,982
Other employee costs		766	1,034
Total employee costs		93,181	92,694

(a) Superannuation

Council made contributions to the following funds:

Defined benefit plans

Employer contributions to Local Authorities Superannuation Fund (Vision Super)		147	170
		147	170

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)		4,431	4,245
Employer contributions to HESTA		726	752
Employer contributions to other funds		3,954	3,464
		9,111	8,461

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)		288	603
		288	603

Summary:

Employer contributions paid at reporting date		9,258	8,631
Employer contributions payable at reporting date		288	603

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

	2026 \$ '000	2025 \$ '000
4.2 Materials and services		
Waste management	24,874	22,551
Corporate services	11,657	10,443
Maintenance	9,122	8,689
In-home support services	6,611	4,276
Utilities	5,823	5,125
Parks and open space maintenance	5,536	5,681
Materials and consumables	4,664	4,777
Agency staff	4,423	4,556
Other materials and services	3,307	2,824
Traffic and parking	3,095	2,752
Roads and engineering	2,342	1,454
Insurance	2,204	2,070
Community grants and subsidies	1,540	1,384
Training and development	1,045	1,102
Family and children services	752	370
Library collections and subscriptions	420	491
Building and planning	359	497
Elections	-	1,313
Total materials and services	87,774	80,355

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

4.3 Depreciation

Infrastructure	20,226	18,513
Plant and equipment	2,808	3,130
Property	8,646	7,954
Total depreciation	31,680	29,597

Refer to notes 5.8 and 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

	2026 \$ '000	2025 \$ '000
4.4 Amortisation — intangible assets		
Software	285	350
Total amortisation — intangible assets	285	350
4.5 Depreciation — right of use assets		
Property	500	495
Equipment	128	133
Total Depreciation — right of use assets	628	628
4.6 Net loss on sale / disposal of property, infrastructure, plant and equipment		
Proceeds of sale	319	478
Written down value of assets disposed (refer to notes 5.2(b) and 6.2)	(1,495)	(373)
Disposal costs for laneway sales	(3)	(10)
Capital works projects transferred to operating	(23)	(187)
Total net loss on sale / disposal of property, infrastructure, plant and equipment	(1,202)	(92)
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	2,345	2,472
Total borrowing costs	2,345	2,472
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	136	141
Total finance costs	136	141

	2026 \$ '000	2025 \$ '000
4.9 Other expenses		
Bad and doubtful debts	1,627	1,713
Other expenses	1,120	949
Court lodgement fees	1,083	859
Memberships and subscriptions	573	487
Councillor allowances	511	458
Advertising	400	548
Program costs	400	395
Licences and registrations	329	297
VicRoads information extracts	234	219
Environmental initiatives	219	366
Residential aged care expenses	199	349
Leasing costs	193	230
Archive storage costs	139	139
Emergency planning	77	109
Auditors remuneration		
Internal auditors	177	171
External auditors (VAGO) — audit of the Financial Statements, Performance Statement and grant acquittals	104	100
Independent Members — Audit and Risk Committee	36	34
Other audit costs	15	9
Total other expenses	7,436	7,432

	2026 \$ '000	2025 \$ '000
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Note 5 Investing in and financing our operations

5.1 Financial Assets

(a) Cash and cash equivalents

Current

Cash on hand	18	19
Cash at bank	94,857	77,418
Total cash and cash equivalents	94,875	77,437

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
Total other financial assets	5	5

Council holds 5,020 shares in Procurement Australasia Ltd, acquired on 17 May 1995 and carried at cost.

Total cash and cash equivalents and other financial assets	94,880	77,442
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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.

	2026 \$ '000	2025 \$ '000
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Note 5 Our financial position (continued)

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	14,601	14,487
Parking infringement debtors — Council	2,811	2,254
Parking infringement debtors — Fines Victoria	15,276	13,741
Allowance for expected credit loss — infringements	(14,029)	(12,592)
Net GST Receivable	1,828	1,539
<i>Emergency Services and Volunteers Fund *</i>	2,469	1,783

Non-statutory receivables

Other trade receivables **	1,853	1,501
Allowance for expected credit loss — other trade receivables	(7)	(65)

Total trade and other receivables	24,802	22,648
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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.

* The *Emergency Services and Volunteers Fund* (ESVF) replaced the *Fire Services Property Levy* (FSPL) from 1 July 2025. The levy is set by the Victorian Government, collected by Council, and not retained by Council. The FSPL applied in 2024–25 was \$19.8 million, increasing to \$29.8 million under the ESVF in 2025–26.

** Other trade receivables are amounts due to Council for the provision of other services such as residential aged 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)	1,440	921
Past due by up to 30 days	319	291
Past due between 31 and 180 days	94	289
Total trade and other receivables	1,853	1,501

Movements in provisions for doubtful debts

Balance at the beginning of the year	(12,657)	(11,122)
Increase in provisions recognised during the year	(1,379)	(1,535)
Balance at end of year	(14,036)	(12,657)

2026
\$'000

2025
\$'000

Note 5 Our financial position (continued)

5.2 Non-financial assets

(a) Other assets

Current

Accrued income	43	-
Property deposits *	2,950	2,950
Total other assets	2,993	2,950

*Property deposits relate to land acquisitions under Council's Open Space Strategy and will be recognised within Property, Infrastructure, Plant and Equipment upon settlement. The balance includes a \$2.95 million deposit paid for the acquisition of the Elsternwick Club site, 19 Sandham Street, Elsternwick, with a total purchase price of \$14.75 million. Settlement is scheduled for 30 June 2027, at which time the remaining \$11.8 million will become payable. The acquisition will support future community use and open space outcomes, including retention of the heritage building and creation of new public open space. engagement on the future design, including retention of the heritage building and creation of public open space.

5.2 (b) Intangible assets

Computer software and licences — at cost	9,248	9,248
Accumulated amortisation	(8,944)	(8,659)
Total intangible assets	304	589

Movements for the year

Computer software and licences — as at 1 July	589	907
Additions	-	73
Disposals	-	(41)
Amortisation expense	(285)	(350)
Net book value at 30 June	304	589

Intangible assets with finite useful lives are amortised on a systematic basis over their estimated useful lives. Amortisation is generally calculated using the straight-line method, which allocates the asset's cost less any estimated residual value over its useful life. Useful lives and amortisation methods are reviewed annually and adjusted where appropriate. Refer to Note 6.2 for the applicable amortisation periods and capitalisation thresholds.

2026 | 2025
\$'000 \$'000

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

(a) Trade and other payables

Current

Non-statutory payables

Trade payables	11,421	8,830
Accrued expenses	10,741	9,211
Total current trade and other payables	22,162	18,041

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	2,860	3,254
Refundable deposits	7,221	6,915
Emergency Services and Volunteers Fund	3,209	2,034
	13,290	12,203

Current — expected to be refundable after 12 months

Residential aged care bonds and deposits	11,439	13,015
	11,439	13,015

Total current trust funds and deposits	24,729	25,218
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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 (2024–25: 20 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.

Emergency Services and Volunteers Fund — Council is the collection agent for the Emergency Services and Volunteers Fund 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.

	2026 \$'000	2025 \$'000
5.3 Payables, trust funds, deposits and contract and other liabilities (continued)		

(c) Contract and other liabilities

Current

Grants received in advance — operating *	57	-
Grants received in advance — capital **	4,467	1,871
Revenue received in advance ***	2,802	3,117
Total contract and other liabilities	7,326	4,988

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.

*** Operating grants include:**

— Maternal and Child Health IT System Champions (\$57,000) – Funding for staff backfill during implementation of the new statewide Maternal and Child Health IT system.

**** Capital grants include:**

- Mackie Road Reserve Pavilion (\$2.7 million) – Construction of a new community sports pavilion. Total project funding: \$3 million.
- Getting Off Gas at Glen Eira Sports and Aquatic Centre (GESAC) (\$750,000) – Electrification of heating systems, equipment and appliances at the Glen Eira Sports and Aquatic Centre. Total project funding: \$2.5 million.
- TAC Safer Local Roads and Streets Program (\$313,000) – Design of road safety infrastructure improvements.
- Glen Huntly Pavilion Refurbishment (\$243,000) – Upgrade of change room and umpire facilities.
- Little Streets Park (\$150,000) – Redevelopment of the former East Bentleigh Traffic School into a multi-use community park.
- Active Transport Fund – Improving Paths, Connecting Communities (\$96,000) – Improvements to cycling and pedestrian connections.
- Multicultural Business Precinct Revitalisation Program (\$80,000) – Public lighting and artwork improvements at Elsternwick Plaza.
- Pawfield Park Upgrade (\$75,000) – Upgrade of off-leash dog park facilities.
- Mackie Road Reserve Dog Park (\$60,000) – Construction of a new off-leash dog park.

***** Revenue received in advance:**

Council entered into a 10-year agreement from 2021-22 with the State of Victoria through the Level Crossing Removal Project to maintain sections of Linear Park. The full contract value of \$4.45 million was received upfront and will be recognised as revenue over the term of the agreement.

	2026 \$'000	2025 \$'000
5.4 Interest-bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings — secured	2,258	2,155
Total current interest-bearing liabilities	2,258	2,155
Non-current		
Treasury Corporation of Victoria borrowings — secured	45,353	57,716
Total non-current interest-bearing liabilities	45,353	57,716
Total	47,611	59,871

All borrowings are secured over the General Rates of Council.

The maturity profile for Council's borrowings is:

Not later than one year	2,258	2,155
Later than one year and not later than five years	20,111	29,646
Later than five years	25,242	28,070
	47,611	59,871

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.

Council actively manages its debt portfolio to support long-term financial sustainability and prudent financial management. During 2025–26, Council redeemed a \$10 million general-purpose loan ahead of its scheduled maturity, reducing future interest costs and strengthening balance sheet capacity. This action is consistent with Council's prudent debt management practices and supports the objectives of Council's *Financial Sustainability Strategy*.

5.5 Provisions

2026	Annual leave	Long service leave	Sick leave	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	4,911	10,347	3	15,261
Additional provisions	5,951	1,861	-	7,812
Amounts used	(5,886)	(1,517)	-	(7,403)
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	-	(49)	-	(49)
Balance at the end of the financial year	4,976	10,642	3	15,621
2025				
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
			2026	2025
			\$ '000	\$ '000
Employee provisions				
Current provisions expected to be wholly settled within 12 months				
Annual leave			4,233	4,076
Long service leave			2,012	2,012
Sick leave			3	3
			6,248	6,091
Current provisions expected to be wholly settled after 12 months				
Annual leave			742	835
Long service leave			6,981	6,856
			7,723	7,691
Total current provisions			13,971	13,782
Non-current				
Long service leave			1,650	1,479
Total non-current provisions			1,650	1,479
Aggregate carrying amount of employee provisions:				
Current provisions			13,971	13,782
Non-current provisions			1,650	1,479
Total aggregate carrying amount of employee provisions			15,621	15,261

5.5 Provisions (continued)

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

	2026	2025
Weighted average increase in employee costs	3.00%	2.75%
Weighted average discount rates	4.74%	4.20%
Weighted average settlement period	15.94 years	15.51 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 2026:

	2026 \$ '000	2025 \$ '000
Credit card facilities	200	200
Treasury Corporation of Victoria loan facilities	47,611	59,871
Total facilities	47,811	60,071
Used facilities (note 5.4)	(47,611)	(59,871)
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

2026	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	5 years and later \$ '000	Total \$ '000
Operating					
Banking services	123	-	-	-	123
Cleaning services	3,383	3,384	6,767	1,731	15,265
In-Home and Social Support contractual services	6,288	2,358	-	-	8,646
IT licences and support	1,478	402	221	7	2,108
Maintenance	5,331	5,236	8,519	5,861	24,947
Traffic and parking management	2,643	220	-	-	2,863
Waste and sustainability *	28,615	28,438	56,876	209,428	323,357
Other contractual obligations	1,425	1,070	504	16	3,015
Total operating commitments	49,286	41,108	72,887	217,043	380,324
Capital					
Buildings **	4,597	-	-	-	4,597
Land (Elsternwick Club Settlement)	11,800	-	-	-	11,800
Park services	203	-	-	-	203
Roads	214	-	-	-	214
Total capital expenditure commitments	16,814	-	-	-	16,814

* Waste and sustainability capital commitments comprise long-term waste management and circular economy service contracts for the provision of kerbside collection, waste processing and associated services. Commencing on 1 July 2025, these contracts support the delivery of reliable and efficient waste services to the Glen Eira community, while advancing Council's sustainability and resource recovery objectives. The contractual commitments extend to 30 June 2038.

** Buildings capital commitments relate to contracted works for the construction, renewal and upgrade of Council-owned buildings and facilities, including the Mackie Road Reserve Pavilion, Carnegie Library Degasification Project, Lord Street Reconstruction and the Getting Off Gas program at Glen Eira Sports and Aquatic Centre (GESAC).

5.7 Commitments (continued)

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	5 years and later \$ '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 (Elsternwick Club Settlement)	-	11,800	-	-	11,800
Park services	2,007	-	-	-	2,007
Total capital expenditure commitments	2,007	11,800	-	-	13,807

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 2026 \$'000	Equipment 2026 \$'000	Total 2026 \$'000
Balance at 1 July 2025	881	335	1,215
Additions	163	-	163
Depreciation charge	(500)	(128)	(628)
Balance at 30 June 2026	544	207	750

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	0	68
Depreciation charge	(495)	(134)	(629)
Balance at 30 June 2025	881	335	1,215

Lease Liabilities	2026 \$'000	2025 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	733	706
One to five years	168	755
Total undiscounted lease liabilities as at 30 June	901	1,461

Lease liabilities included in the Balance Sheet at 30 June	2026 \$'000	2025 \$'000
Current	733	706
Non-current	372	839
Total lease liabilities	1,105	1,545

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.

The 5 member councils entered into a contract for the sale of the Clayton South Regional Landfill site to the Suburban Rail Loop Authority for consideration of \$1. Settlement is scheduled for 21 October 2026 and remains subject to specified conditions precedent, including the provision of a pre-settlement environmental condition report and satisfaction of related contractual requirements.

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 for the year ended 30 June 2026	2026 \$ '000	2025 \$ '000
Total income	28	224
Total expenses	(33)	52
(Increase) / reduction in provision for environmental rehabilitation	(99)	1,511
Share of net (loss) / surplus of joint operations	(104)	1,787
Summarised Balance Sheet as at 30 June 2026		
Assets		
Current assets	149	359
Total assets	149	359
Liabilities		
Current liabilities	259	264
Non-current liabilities	2,678	2,778
Total liabilities	2,937	3,042
Net liabilities	(2,788)	(2,683)
Equity / (Deficit)		
Accumulated deficit	(2,788)	(2,683)
Deficit	(2,788)	(2,683)
Adjusted for rehabilitation costs (refer to note 6.1(b))	2,910	3,010
Total investment in joint operations (excluding rehabilitation costs)	122	327

	2026 \$ '000	2025 \$ '000
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6.1 Investments in joint operations (continued)

6.1 (b) Other liabilities

Provision for environmental rehabilitation	2,910	3,010
Total other liabilities	2,910	3,010

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 its 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 prior period provision balance was inflated using a rate of 6.5%, due to instability of prior period CPI figures. Inflationary factors are considered relatively stable in the current period and as such a reduced rate has been applied.

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.

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

Summarised statement of cash flows

Net cash (used) / provided by operating activities	(274)	60
Net (decrease) / increase in cash and cash equivalents	(274)	60

Summary of joint operations

Movements for the year

Share of joint operations as at 1 July	(2,684)	(4,471)
Share of net (loss) / surplus of joint operations	(104)	1,787
Share of total deficit of joint operations	(2,788)	(2,684)

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 2025	Acquisitions	Revaluation	Depreciation	Disposal	Net transfers	Write-offs	Carrying amount 30 June 2026
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	2,137,998	-	(36,974)	-	-	-	-	2,101,024
Buildings	297,818	-	95,277	(8,646)	(1,044)	4,837	-	388,242
Plant and equipment	9,705	-	-	(2,808)	(54)	2,155	-	8,998
Infrastructure	427,676	-	72,329	(20,226)	(398)	11,602	-	490,983
Art collection and municipal regalia	3,841	-	-	-	-	-	-	3,841
Work in progress	8,254	20,933	-	-	-	(18,594)	(12)	10,581
	2,885,292	20,933	130,632	(31,680)	(1,496)	-	(12)	3,003,669

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	1,321	5,997	(4,837)	-	2,481
Plant and equipment	258	2,875	(2,155)	-	978
Infrastructure	6,675	12,061	(11,602)	12	7,122
	8,254	20,933	(18,594)	12	10,581

6.2 Property, infrastructure plant and equipment (continued)

(a) Property	Notes	Land - specialised	Land under roads	Total land	Buildings - specialised	Leasehold improvements	Total buildings	Total property
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2025		1,337,704	800,294	2,137,998	415,833	411	416,245	2,554,243
Accumulated depreciation		-	-	-	(118,107)	(320)	(118,427)	(118,427)
Work in progress		-	-	-	1,321	-	1,321	1,321
Balance at 1 July 2025		1,337,704	800,294	2,137,998	299,049	91	299,139	2,437,138

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)			-	-	4,837	-	4,837	4,837
Revaluation at fair value	9.1(a)	(27,878)	(9,096)	(36,974)	95,277	-	95,277	58,303
Fair value of assets disposed	4.6	-	-	-	(1,696)	-	(1,696)	(1,696)
Net work in progress movement		-	-	-	1,160	-	1,160	1,160
		(27,878)	(9,096)	(36,974)	99,578	-	99,578	62,604

Movements in accumulated depreciation

Depreciation	4.3	-	-	-	(8,620)	(26)	(8,646)	(8,646)
Accumulated depreciation of disposals	4.6	-	-	-	652	-	652	652
		-	-	-	(7,968)	(26)	(7,994)	(7,994)

At fair value 30 June 2026		1,309,826	791,198	2,101,024	514,251	411	514,663	2,615,687
Accumulated depreciation at 30 June 2026		-	-	-	(126,075)	(346)	(126,421)	(126,421)
Work in progress		-	-	-	2,481	-	2,481	2,481
Carrying amount at 30 June 2026		1,309,826	791,198	2,101,024	390,658	65	390,723	2,491,748

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

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		3,731	1,973	351	5,547	11,602
Revaluation at fair value	9.1(a)	(8,437)	30,026	36,289	14,451	72,329
Fair value of assets disposed	4.6	(680)	(49)	(133)	(306)	(1,168)
Net work in progress movement		287	-	(81)	241	447
		(5,099)	31,950	36,426	19,933	83,210

Movements in accumulated depreciation

Depreciation	4.3	(6,741)	(2,410)	(2,976)	(8,099)	(20,226)
Accumulated depreciation of disposals	4.6	457	34	94	185	770
		(6,284)	(2,376)	(2,882)	(7,914)	(19,456)

At fair value 30 June 2026		364,264	168,741	270,253	166,281	969,539
Accumulated depreciation at 30 June 2026		(178,940)	(91,463)	(120,411)	(87,740)	(478,554)
Work in progress		3,254	117	1,364	2,387	7,122
Carrying amount at 30 June 2026		188,578	77,395	151,206	80,928	498,107

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 2025		12,384	29,081	41,465
Accumulated depreciation		(8,634)	(23,128)	(31,761)
Work in progress		95	163	258
Balance at 1 July 2025		3,845	6,116	9,962
Movements in cost				
Acquisition of assets at fair value (including work in progress transfers)		522	1,633	2,155
Cost of assets disposed	4.6	(572)	(409)	(981)
Net work in progress movement		401	319	720
		351	1,543	1,894
Movements in accumulated depreciation				
Depreciation	4.3	(880)	(1,928)	(2,808)
Accumulated depreciation of disposals	4.6	521	406	927
		(359)	(1,522)	(1,881)
At cost 30 June 2026		12,334	30,305	42,639
Accumulated depreciation at 30 June 2026		(8,993)	(24,651)	(33,643)
Work in progress		496	482	978
Carrying amount at 30 June 2026		3,837	6,137	9,974

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 2025		3,841	3,841
Balance at 1 July 2024		3,841	3,841
Movements in fair value			
Acquisition of assets		-	-
Revaluation increments at fair value	9.1(a)		-
Fair value of assets disposed	4.6	-	-
		-	-
At fair value 30 June 2026		3,841	3,841
Carrying amount at 30 June 2026		3,841	3,841

6.2 Property, infrastructure plant and equipment (continued)

Acquisition

Initial measurement

Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided 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 to Note 8.4 for more information on how Council measures fair value.

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	(20–100 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	(27–35 years)	\$15,000	*
Drains	(100 years)	\$1,500	
Footpaths	(50–75 years)	-	*
Kerbs and channels	(109–141 years)	\$1,000	*
Local area traffic management devices	(20–71 years)	\$1,000–\$50,000	*
Right of ways	(39–112 years)	\$3,000	*
Roads substructure	(116–159 years)	\$2,000	*
Roads surfaces	(27–45 years)	\$2,000	*
Street furniture and signs	(17–35 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	

* Changes to the useful lives of certain asset classes were made during 2025–26 following condition assessments undertaken as part of the formal asset revaluation process. These revisions represent changes in accounting estimates under AASB 108 and have been applied prospectively from the date of reassessment. The impact of the changes in useful lives on current and future period depreciation expense is not considered material. The financial effects of these changes will continue to be recognised prospectively over the revised remaining useful lives of the affected assets.

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

The valuations of land were undertaken by a qualified independent valuer, Belinda Macfarlane from Valtec Property (B.Bus, AAPI), Certified Practising Valuer and API Member No. 62593. Valuations of buildings were undertaken by a qualified independent valuer, Ashay Prabhu from Modelve (MIEAust, CPEng), NPER Member No. 1102199. The valuation of land and buildings is 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. Where land use is not restricted, highest and best use is assumed to be current use, except where the land is held for sale, or highly likely to be used for an alternative purpose within 12 months of the reporting date.

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.

The most recent full revaluation of land and building asset classes was undertaken as at 1 January 2026. Subsequent to this, independent market data has indicated a movement in asset values, with Valtec Property reporting a 7 per cent decline in land values for the period from January to June 2026, and Modelve indicating a 2 per cent increase in building values over the same period. Council has applied an indexation-based adjustment to reflect these movements in the carrying amounts of land and building assets as at reporting date.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Land — specialised	-	-	1,309,826	06/2026	Index
Land under roads	-	-	791,198	06/2026	Index
Buildings — specialised	-	-	388,177	06/2026	Index
Total land and buildings	-	-	2,489,201		

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 2026.

Parks and gardens assets were assessed by Glen Eira City Council's former Manager Parks and Services, Mark Dornau as at 31 October 2021. An indexation adjustment of 16.9 per cent has been applied to reflect movements in fair value. The next full revaluation is scheduled for 2026–27.

The date and type of the current valuation is detailed in the following table.

The valuation of infrastructure assets is determined at fair value based on condition data, assessed remaining useful lives and verified unit rates, in accordance with Australian Accounting Standards, particularly *AASB 13 Fair Value Measurement* and the *AASB 2022–10 amendments*.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Roads	-	-	185,324	06/2026	Full
Footpaths, furniture and signs	-	-	77,278	06/2026	Full
Drains	-	-	149,842	06/2026	Full
Parks and gardens	-	-	78,541	06/2026	Index
Total infrastructure	-	-	490,985		

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 2026 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 30 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 \$288 and \$4,900 per square metre. Land under roads is valued separately, with a discount of 95 per cent applied to account for the lands restricted and encumbered nature in line with accepted industry standards. The resulting values range between \$105 and \$155 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 \$1,131 to \$18,440 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 10 years to 98 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 136 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.

	2026 \$'000	2025 \$'000
Reconciliation of specialised land		
Land	1,309,826	1,337,704
Land under roads	791,198	800,294
Total specialised land	2,101,024	2,137,998

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:

<i>Name</i>	<i>Position</i>	<i>Period</i>
Arabella Daniel	Councillor	1 July 2025—30 June 2026
Jane Karlake	Councillor	1 July 2025—30 June 2026
Kay Rimbaldo	Councillor	1 July 2025—30 June 2026
Kimberly Young	Councillor	1 July 2025—30 June 2026
Li Zhang	Councillor	1 July 2025—18 November 2025
	Deputy Mayor	19 November 2025—30 June 2026
Luca Ragni	Deputy Mayor	1 July 2025—18 November 2025
	Councillor	19 November 2025—30 June 2026
Margaret Esakoff	Councillor	1 July 2025—30 June 2026
Sam Parasol	Councillor	1 July 2025—30 June 2026
Simone Zmood	Mayor	1 July 2025—30 June 2026

Chief Executive Officer and other key management personnel

Chief Executive Officer

<i>Name</i>	<i>Position</i>	<i>Period</i>
Rebecca McKenzie	Chief Executive Officer	1 July 2025—3 August 2025
Lucy Roffey	Chief Executive Officer	4 August 2025—30 June 2026

Other key management personnel

<i>Name</i>	<i>Position</i>	<i>Period</i>
Kellie Vise	Director Customer and Corporate Affairs	1 July 2025—30 June 2026
Niall McDonagh	Director Sustainability, Assets and Leisure	1 July 2025—30 June 2026
Rosa Zouzoulas	Director Planning and Place	1 July 2025—30 June 2026
Jane Price	Director Community Wellbeing	1 July 2025—30 June 2026
John Vastianos	Chief Financial Officer	1 July 2025—30 June 2026
Leanne O'Brien	Interim Chief People Officer	1 July 2025—15 August 2025
Anna Phillips	Chief People Officer	25 August 2025—30 April 2026

	2026 No.	2025 No.
<i>Summary</i>		
Total number of Councillors	9	13
Chief Executive Officer and other key management personnel	9	9
Total key management personnel	18	22

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.

	2026 \$ '000	2025 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits (salary and annual leave)	2,779	2,722
Post-employment benefits (superannuation)	225	234
Other long-term employee benefits (long service leave)	60	59
Total	3,064	3,015

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:	2026 No.	2025 No.
\$10,000–\$19,999	-	3
\$20,000–\$29,999	-	3
\$30,000–\$39,999	-	5
\$40,000–\$49,999	7	2
\$50,000–\$59,999	1	-
\$60,000–\$69,999	1	-
\$100,000–\$109,999	-	1
\$140,000–\$149,999	1	-
\$180,000–\$189,999	1	-
\$200,000–\$209,999	-	1
\$230,000–\$239,999	-	1
\$240,000–\$249,999	1	-
\$280,000–\$289,999	-	1
\$310,000–\$319,999	-	1
\$320,000–\$329,999	3	1
\$330,000–\$339,999	-	1
\$340,000–\$349,999	1	-
\$350,000–\$359,999	1	1
\$390,000–\$399,999	1	-
\$470,000–\$479,999	-	1
Total key management personnel	18	22

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

<i>Income range:</i>	2026	2025
	No.	No.
\$180,000–\$189,999	-	1
\$190,000–\$199,999	-	2
\$200,000–\$209,999	3	4
\$210,000–\$219,999	5	2
\$220,000–\$229,999	5	3
\$230,000–\$239,999	2	1
\$240,000–\$249,999	1	-
\$250,000–\$259,999	-	1
Total other senior staff	16	14

<i>Remuneration:</i>	2026	2025
	\$ '000	\$ '000
Short-term employee benefits (salary and annual leave)	3,045	2,607
Post-employment benefits (superannuation)	388	326
Other long-term employee benefits (long service leave)	85	71
Total remuneration for the reporting year for other senior staff included above, amounted to:	3,518	3,004

7.2 Related Party Disclosures

(a) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2025–26 or 2024–25 reporting years.

(b) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2025–26 or 2024–25 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 2025–26 or 2024–25 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 2025–26 or 2024–25 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 (2025: 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.

(e) Global Economic Conditions and Middle East Conflict

At balance date, Council is exposed to potential financial impacts arising from ongoing conflict in the Middle East and associated global economic conditions. These external events have contributed to volatility in international energy markets, disrupted global supply chains and increased inflationary pressures. As a result, there is an increased risk of higher costs across a range of Council activities, including operating services, capital works projects, and contractual arrangements reliant on fuel, construction materials, transport and other key inputs.

Council holds a number of contracts and procurement arrangements that may be subject to claims, variations or renegotiation where suppliers experience significant cost increases that are outside their reasonable control, or where supply chain disruptions affect the timing or delivery of goods and services. In addition, continued global uncertainty may place upward pressure on borrowing costs and reduce market availability for contractors and suppliers.

At the date of preparing these financial statements, the extent and duration of these impacts cannot be reliably quantified. Accordingly, no provision has been recognised. Council is actively monitoring emerging risks through its financial management, contract management and risk governance processes and will respond as required should circumstances materially change.

(f) Windfall Gains Tax (WGT)

Under the *Windfall Gains Tax Act 2021* (Vic), Council may incur a tax liability where the rezoning of land results in an increase in value. Council is currently reviewing the potential impacts of WGT, a State Government tax applied to land value increases arising from rezoning. For councils, WGT may apply to Council-owned land rezoned as part of strategic planning or asset management activities, potentially creating an unanticipated financial liability despite land being held for community purposes. Certain rezoning events affecting Council-owned land may constitute a WGT event and may not qualify for available exemptions.

At balance date, no assessment has been finalised and the existence, quantum and timing of any liability remain uncertain, including due to reliance on statutory valuation processes and the application of deferral or objection mechanisms under the legislation. Accordingly, as the obligation cannot be reliably measured and is contingent on future events, no provision has been recognised and the matter is disclosed as a contingent liability in accordance with *AASB 137 Provisions, Contingent Liabilities and Contingent Assets*.

8.2 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.

The *Australian Accounting Standards Board (AASB)* has issued *AASB 18 Presentation and Disclosure in Financial Statements*. When applicable *AASB 18* supersedes *AASB 101 Presentation of Financial Statements*. *AASB 18* aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. *AASB 18* is expected to first apply to Council for the 2028-29 financial year.

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 4.35 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. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

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, the 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 of disposal 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. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under *AASB 13 Fair Value Measurement*, with the consequence that *AASB 136 Impairment of Assets* does not apply to such assets that are regularly revalued.

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

2026	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	976,601	(27,878)	948,723
Land under roads	438,545	(9,096)	429,449
Buildings	119,855	95,277	215,132
Infrastructure			
Road assets	168,745	(8,437)	160,308
Footpaths	20,095	30,026	50,121
Drainage	44,860	36,289	81,149
Parks and gardens	41,253	14,451	55,704
Art collection and municipal regalia			
Art collection	3,017	-	3,017
Balance	1,812,971	130,632	1,943,603

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

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
2026				
Public Open Space Reserve *	26,887	7,459	(187)	34,159
Strategic Asset Reserve **	1,260	-	-	1,260
Balance	28,147	7,459	(187)	35,419
2025				
Public Open Space Reserve *	21,088	6,800	(1,001)	26,887
Strategic Asset Reserve **	1,260	-	-	1,260
Balance	22,348	6,800	(1,001)	28,147

* **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 \$7.5m was received during 2025–26. Council spent \$187k on projects during 2025-26, and the rest were transferred to the Open Space Reserve for future projects. The balance of the Open Space Reserve is \$34.16m as at 30 June 2026.

** **Strategic Asset Reserve** — relates to the 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
2026			
Asset Revaluation Reserve	1,812,971	130,632	1,943,603
Public Open Space Reserve	26,887	7,272	34,159
Strategic Asset Reserve	1,260	-	1,260
Balance	1,841,118	137,904	1,979,022
2025			
Asset Revaluation Reserve	1,636,056	176,915	1,812,971
Public Open Space Reserve	21,088	5,799	26,887
Strategic Asset Reserve	1,260	-	1,260
Balance	1,658,404	182,714	1,841,118

	Notes	2026 \$ '000	2025 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		13,084	21,484
<i>Non-cash adjustments:</i>			
Depreciation and amortisation	4.3	31,680	29,597
Amortisation — intangible assets	4.4	285	350
Amortisation — right of use assets	4.5	628	628
Loss on sale / disposal of property, infrastructure, plant and equipment	4.6	1,305	86
Borrowing costs	4.7	2,345	2,472
Finance costs	4.8	136	141
Provision for doubtful debts	5.1(d)	1,379	1,535
Share of net loss / (surplus) of joint operations	6.1	104	(1,787)
Capitalised salaries		-	(338)
<i>Change in assets and liabilities:</i>			
Increase in trade and other receivables		(3,576)	(1,582)
Increase in prepayments		(191)	(169)
Increase in payables		3,502	3,982
(Decrease) / increase in trust funds and other deposits		(488)	1,326
Increase in contract and other liabilities		2,339	1,057
Increase / (decrease) in provisions		360	(692)
Net cash provided by operating activities		52,892	58,090

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 2026, this was 12 per cent as required under Superannuation Guarantee (SG) legislation (2025: 11.5 per cent)).

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 Employee Benefits*.

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 2025, 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 2025 (of which Council is a contributing employer) was 110.5 per cent. The financial assumptions used to calculate the VBI were:

	30 June 2025 (interim review)	30 June 2024 (interim review)
Net investment returns	5.7% pa	5.6% pa
Salary information	3.5% pa	3.5% pa
Price inflation (CPI)	2.6% pa	2.7% pa

As at 30 June 2026, a triennial actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 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.

Vision Super has advised that the VBI at 30 June 2026 was 116.9%. Glen Eira City Council was notified of the 30 June 2026 VBI during August 2026 (2025: August 2025). The financial assumptions used to calculate this VBI were:

	2026	2025
Net investment returns	6.2% pa	5.6% pa
Salary information	3.5% pa	3.5% pa
Price inflation (CPI)	3.0% pa to 30 June 2029 and 2.6% pa thereafter	2.6% pa

9.3 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2025 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 2026, this rate was 12 per cent of members' salaries (11.5 per cent in 2024-25). 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 per cent from 26 July 2024 (previously 97 per cent).

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 2025 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 2025 and 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:

	2025 (Interim) \$m	2024 (Interim) \$m	2023 (Triennial) \$m
A VBI surplus	200.1	108.4	85.7
A total service liability surplus	229.4	141.4	123.6
A discounted accrued benefits surplus	242.8	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 2025.

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 2025.

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 2025.

The 2026 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2026 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by 31 October 2026. The VBI of the Defined Benefit category was 116.9% as at 30 June 2026. The financial assumptions for the purposes of this investigation are:

	2026 Triennial investigation	2025 Interim investigation
Net investment return	6.2% pa	5.7% pa
Salary inflation	3.5% pa	3.5% pa
Price inflation	3% pa to 30 June 2029 and 2.6%pa thereafter	2.6% pa

Council was notified of the 30 June 2026 VBI during August 2026.

Because the VBI was above 100 per cent, the Defined Benefit category was in a satisfactory financial position at 30 June 2025 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

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	2026 \$m	2025 \$m
Vision Super	Defined Benefit	12% (2025: 11.5%)	0.2	0.2
Vision Super	Accumulation Fund	12% (2025: 11.5%)	4.4	4.25

There was \$288k of contributions outstanding. There were no loans issued from or to the above schemes as at 30 June 2026.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2027 is nil.

9.4 Residential aged care facility

Strategic Review – Warrawee Residential Aged Care

At its meeting on 24 February 2026, Council resolved to undertake community engagement and staff consultation on the future of its residential aged care service at Warrawee, including the options of continuing as a Council-operated service or transitioning the facility to a registered aged care provider as a going concern. This followed significant reform in the aged care sector, including strengthened legislative, governance and workforce requirements, which have increased the complexity and cost of delivering residential aged care services.

As a single-site provider, Council has limited capacity to achieve the scale efficiencies available to larger providers, and the service is currently operating at a financial deficit with ongoing cost pressures.

Following consideration of the outcomes of this engagement, Council, at its meeting on 9 June 2026, resolved to progress an Expression of Interest (EOI) and subsequent Request for Tender (RFT) process to identify a suitable registered aged care provider to operate Warrawee.

At balance date, this process is ongoing and no binding agreement has been entered into. Any potential transaction is expected to impact future financial years, and has no impact on the 2025–26 financial statements. The timing, structure and financial implications of any potential transaction remain uncertain.

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.

9.4 Residential aged care facility (continued)

Income Statement for residential aged care facility (Warrawee) for the year ended 30 June 2026	2026 \$ '000	2025 \$ '000
Income		
Resident charges	2,149	2,180
Government grants	8,295	8,065
Investment income	592	676
Total income	11,036	10,921
Expenses		
Wages and superannuation — care	6,841	6,088
Wages and superannuation — administration	647	563
Wages and superannuation — other	2,561	2,236
Staff on-costs	1,340	1,323
Training	22	6
Agency costs	1,406	1,925
Materials and consumables	849	890
Contractor payments	208	179
Pandemic prevention expenses	64	79
Maintenance	548	650
Utility services	191	169
Other expenses	203	175
Management fees	1,240	896
Indirect overheads	1,150	894
Depreciation on property, plant and equipment	595	611
Total expenses	17,865	16,684
Deficit	(6,829)	(5,763)

9.4 Residential aged care facility (continued)

Balance Sheet for residential aged care facility (Warrawee) as at 30 June 2026	2026 \$ '000	2025 \$ '000
Current assets		
Cash and financial assets	14,299	16,269
Trade and other receivables	147	88
Total current assets	14,446	16,357
Non-current assets		
Property, plant and equipment *	38,215	26,572
Total non-current assets	38,215	26,572
Total assets	52,661	42,929
Current liabilities		
Trade and other payables	130	163
Residential aged care bonds and deposits	14,299	16,269
Employee provisions	1,767	1,781
Total current liabilities	16,196	18,213
Non-current liabilities		
Employee provisions	156	149
Total non-current liabilities	156	149
Total liabilities	16,352	18,362

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.

* Property, plant and equipment increased during the year, primarily reflecting asset valuation movements and measurement adjustments associated with the application of *AASB 13 Fair Value Measurement*.

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 2025-26 year.

The background of the page is a photograph of a classical building's interior. It features a white column with a highly detailed, dark-stained wooden capital. The capital is adorned with intricate carvings of acanthus leaves and scrolls. The ceiling above is composed of a series of white, stepped moldings that create a geometric pattern. A large, semi-circular teal graphic is positioned in the upper right corner, serving as a backdrop for the title.

Performance Statement

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: 11 September 2026

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 2026 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: 11 September 2026

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



Li Zhang

Deputy Mayor

Dated: 11 September 2026

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



Lucy Roffey

Chief Executive Officer

Dated: 11 September 2026

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



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 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • 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 2026 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 <i>APES 110 Code of Ethics for Professional Accountants (including Independence Standards)</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 *Audit Act 1994*, 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.



MELBOURNE
18 September 2026

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 163,025 ** 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 2025.

Indicator / Measure	Results				Material variations				
	2023	2024	2025	2026					
Population									
Expenses per head of municipal population	\$	1,234	\$	1,292	\$	1,327	\$	1,379	The increase in expenses per head of municipal population reflects Council's continued investment in essential services, community infrastructure and service delivery. Expenditure is expected to increase in response to population growth, service demand and cost pressures, with Council focused on balancing these investments through the implementation of its <i>Financial Sustainability Strategy</i> .
[Total expenses / Municipal population]									
Infrastructure per head of municipal population	\$	4,231	\$	4,364	\$	4,640	\$	5,537	The increase in infrastructure per head of municipal population reflects both Council's continued investment in infrastructure renewal and the uplift in asset values resulting from the annual revaluation process. Together, these factors have increased the value of infrastructure assets available to support service delivery and community wellbeing. Future infrastructure investment will continue to be guided by Council's long-term asset management and financial planning frameworks to ensure sustainable asset renewal and growth.
[Value of infrastructure / Municipal population]									
Population density per length of road		304		314		323		327	The continued increase in this indicator reflects population growth and the increasingly efficient utilisation of existing infrastructure networks. While this demonstrates strong demand for municipal services, it also reinforces the need for ongoing investment in infrastructure and community facilities to ensure capacity keeps pace with future growth.
[Municipal population / Kilometres of local roads]									
Own-source revenue									
Own-source revenue per head of municipal population	\$	1,101	\$	1,134	\$	1,189	\$	1,230	The increase in own-source revenue per head of municipal population reflects Council's ability to generate sustainable revenue from rates, fees and charges to support service delivery and infrastructure investment. This aligns with the implementation of Council's <i>Financial Sustainability Strategy</i> and reduce reliance on external funding sources.
[Own-source revenue / Municipal population]									
Recurrent grants									
Recurrent grants per head of municipal population	\$	154	\$	126	\$	162	\$	158	The movement in this indicator largely reflects the timing and value of recurrent government grant funding, including Financial Assistance Grants. Recurrent grants will continue to provide an important funding source for Council's operation.
[Recurrent grants / Municipal population]									

Indicator / Measure	Results				Material variations
	2023	2024	2025	2026	
Disadvantage					
Relative socio-economic disadvantage	10	10	10	10	Glen Eira continues to demonstrate low levels of socio-economic disadvantage, reflecting a community with strong social and economic foundations. High levels of workforce participation, educational attainment and economic activity support community wellbeing and position the municipality to respond positively to future opportunities and challenges.
[Index of relative socio-economic disadvantage by decile]					
Workforce turnover					
Percentage of staff turnover	20%	21%	21%	14%	Staff turnover decreased to 14 per cent in 2025–26, reflecting improved workforce stability and Council's success in attracting and retaining skilled employees. The 2026 Employee Engagement Survey further reinforces this outcome, demonstrating strong employee engagement and alignment with Council's values, strategic direction and organisational objectives.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Service / <i>Indicator</i> / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic facilities						
<i>Utilisation</i>						
Utilisation of aquatic facilities	11	12	13	N/A	15	The increase in aquatic facility utilisation in 2025–26 reflects strong community participation, with the full-year operation of the Carnegie Memorial Swimming Pool driving higher visitation across Glen Eira Leisure Services and supporting improved utilisation outcomes.
[Number of visits to aquatic facilities / Municipal population]						
Animal management						
<i>Health and safety</i>						
Animal management prosecutions	100%	100%	100%	N/A	100%	Council achieved a 100 per cent success rate for animal management prosecutions in 2025–26, demonstrating the effectiveness of its regulatory compliance and enforcement activities in supporting community safety and responsible pet ownership.
[Number of successful animal management prosecutions / Total number of animal management prosecutions] x100						

Service / Indicator / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Food safety						
Health and safety						
Critical and major non-compliance notifications	100%	100%	100%	N/A	100%	Council achieved a 100 per cent follow-up rate for all critical and major food safety non-compliance notifications in 2025–26, reflecting a strong commitment to public health, regulatory compliance and proactive risk management.
[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						
Consultation and engagement						
Satisfaction with community consultation and engagement	57	55	55	62	57	Community satisfaction with consultation and engagement increased from 55 to 57 in 2025–26, reflecting Council's ongoing commitment to genuine and transparent engagement with the Glen Eira community. The implementation of the four-year Community Engagement Roadmap is expected to further strengthen community participation and support ongoing improvements in engagement outcomes.
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]						

Performance Statement
Section 3. Service performance indicators (continued)
for the year ended 30 June 2026

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Service / <i>Indicator</i> / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Libraries						
<i>Participation</i>						
Library membership	N/A	24%	25%	N/A	26%	The number of active registered library members increased by 1,632 since 2024–25, demonstrating sustained community demand for library services and ongoing participation in lifelong learning, information and community connection activities.
[Number of registered library members / Population] x100						
Maternal and child health						
<i>Participation</i>						
Participation in the MCH service	72%	74%	79%	N/A	83%	The participation rate in the Maternal and Child Health service increased from 79 per cent to 83 per cent in 2025–26, reflecting enhanced outreach activities and improved follow-up of missed and overdue appointments. This increase demonstrates strong engagement with the service and helps ensure that children and families can access essential health, development and wellbeing support during the critical early years.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100						

Performance Statement
Section 3. Service performance indicators (continued)
for the year ended 30 June 2026

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Service / Indicator / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Maternal and child health						
Participation						
Participation in the MCH service by Aboriginal children	86%	83%	85%	N/A	84%	Participation in the Maternal and Child Health service by Aboriginal children remained consistently high in 2025–26, demonstrating continued engagement with early years health services and Council’s commitment to equitable access and positive health outcomes for Aboriginal families.
[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	90%	87%	82%	82%	96%	The 2025-26 result is based on updated road condition data, a revised condition rating metric and relative intervention levels. This outcome reflects Council’s ongoing commitment to infrastructure renewal and asset stewardship, with the updated Asset Plan supporting targeted investment to maintain road quality and service levels over the long term.
[Number of kilometres of sealed local roads that are below the renewal intervention level set by Council / Kms of sealed local roads] x100						

Performance Statement
Section 3. Service performance indicators (continued)
for the year ended 30 June 2026

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Service / <i>Indicator</i> / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Statutory Planning						
<i>Service standard</i>						
Planning applications decided within the relevant required time	88%	87%	85%	80%	73%	The reduction in the number of planning application decisions made within the required timeframe in 2025-26 was primarily due to planning legislation changes, which increased the time required to assess applications.
[Number of planning application decisions made within the relevant required time / Number of planning application decisions made] x100						
Waste Collection						
<i>Waste diversion</i>						
Kerbside collection waste diverted from landfill	61%	61%	60%	60%	58%	Despite this slight reduction, a significant proportion of kerbside waste continues to be diverted from landfill through recycling and food and garden organics services. Council remains committed to improving resource recovery outcomes and advancing circular economy initiatives that support long-term environmental sustainability.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						

Section 4. Financial performance indicators for the year ended 30 June 2026

Results						Forecasts				
Dimension / Indicator / Measure	2023	2024	2025	2026		2027	2028	2029	2030	Material variations
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Efficiency										
Expenditure level										
Expenses per property assessment	\$ 2,632	\$ 2,812	\$ 2,957	\$ 3,053	\$ 3,092	\$ 3,208	\$ 3,259	\$ 3,308	\$ 3,346	The increase in expenses per property assessment reflects Council's continued investment in delivering essential services, maintaining assets and supporting community outcomes. Expenditure is forecast to continue increasing over the forecast period as Council responds to rising service delivery costs, population growth and asset renewal requirements.
[Total expenses / Number of property assessments]										
Revenue level										
Average rate per property assessment	\$ 1,472	\$ 1,522	\$ 1,577	\$ 1,641	\$ 1,631	\$ 1,714	\$ 1,766	\$ 1,813	\$ 1,862	The increase in the average rate per property assessment reflects Council's commitment to funding essential services and infrastructure while maintaining long-term financial sustainability. Future increases incorporate the approved 2026–27 rate variation, a key element of Council's <i>Financial Sustainability Strategy</i> , which will help address increasing cost pressures, support asset renewal and strengthen Council's long-term financial position.
[General rates and Municipal charges / Number of property assessments]										
Liquidity										
Working capital										
Current assets compared to current liabilities	124%	147%	163%	144%	176%	142%	149%	158%	163%	The working capital ratio remains strong and above target, reflecting Council's ability to meet its short-term obligations. The 2025–26 result benefited from the early receipt of the 2026–27 Financial Assistance Grant and capital funding carried forward into future years. While the ratio is forecast to moderate over time, Council remains focused on maintaining a sound liquidity position through careful financial management and implementation of its <i>Financial Sustainability Strategy</i> .
[Current assets / Current liabilities] x100										
Unrestricted cash *										
Unrestricted cash compared to current liabilities	23%	10%	26%	3%	31%	N/A	N/A	N/A	N/A	The unrestricted cash ratio increased to 31 per cent in 2025–26, exceeding the target of 3 per cent and reflecting Council's strong year-end liquidity position. The result was primarily driven by the early receipt of the 2026–27 Financial Assistance Grant and unspent capital funds associated with multi-year capital projects that will be delivered in 2026-27. This demonstrates Council's ability to meet its short-term obligations while maintaining sufficient financial capacity to fund its approved capital works program and ongoing service delivery commitments.
[Unrestricted cash / Current liabilities] x100										

* This indicator is no longer used or reported from 2026–27 onwards.

Section 4. Financial performance indicators (continued)

for the year ended 30 June 2026

Results						Forecasts				
Dimension / <i>Indicator</i> / Measure	2023	2024	2025	2026		2027	2028	2029	2030	Material variations
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Obligations										
Loans and borrowings										
Loans and borrowings compared to rates *	23%	45%	42%	39%	32%	N/A	N/A	N/A	N/A	The ratio of loans and borrowings to rates revenue decreased to 32 per cent in 2025–26, reflecting Council's continued repayment of debt and prudent financial management. Borrowings have been strategically used to deliver major community infrastructure projects, while the <i>Financial Sustainability Strategy</i> supports the gradual reduction of debt over time, strengthening Council's long-term financial capacity and flexibility.
[Interest-bearing loans and borrowings / Rate revenue] x100										
Loans and borrowings										
Loans and borrowings repayments compared to rates *	4%	2%	3%	3%	10%	N/A	N/A	N/A	N/A	The 2025–26 result reflects Council's commitment to meeting its loan repayment obligations. Borrowings have funded strategic capital investments that provide long-term community benefits, with repayments managed in accordance with approved loan schedules. The <i>Financial Sustainability Strategy</i> supports a balanced approach to debt management, ensuring borrowings remain affordable and sustainable while maintaining investment in essential infrastructure.
[Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x100										
Indebtedness										
Non-current liabilities compared to own source revenue	21%	38%	33%	31%	25%	23%	21%	19%	16%	The reduction in this ratio to 25 per cent in 2025–26 reflects the continued repayment of borrowings and strengthening of Council's own-source revenue base. Forecast reductions over the forward period align with the <i>Financial Sustainability Strategy</i> and demonstrate Council's commitment to responsible debt management, improved financial resilience and long-term sustainability.
[Non-current liabilities / Own source revenue] x100										
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation	167%	215%	102%	89%	66%	115%	75%	76%	94%	The 2025–26 result of 66 per cent was below the target of 89 per cent, primarily due to multi-year capital projects and carried-forward works that remained in progress at 30 June 2026 and will be delivered in the upcoming years. The result was also impacted by higher depreciation resulting from asset revaluations, including infrastructure, buildings, parks and open space assets, together with the capitalisation of completed capital works. While these factors have increased Council's depreciable asset base, Council's Asset Plan and Capital Works Program provide sufficient renewal funding to maintain asset condition and support the long-term sustainability of community infrastructure.
[Asset renewal and upgrade expenses / Asset depreciation] x100										

* This indicator is no longer used or reported from 2026–27 onwards.

Section 4. Financial performance indicators (continued)

for the year ended 30 June 2026

Results						Forecasts				
Dimension / Indicator / Measure	2023	2024	2025	2026		2027	2028	2029	2030	Material variations
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit)	6%	0%	4.81%	(1.22%)	4.02%	(1.60%)	0.53%	1.12%	2.05%	The adjusted underlying result in 2025–26 exceeded the budget target, reflecting Council’s continued focus on operational efficiencies, service reviews and revenue diversification initiatives. While the result was lower than 2024–25 due to increased depreciation associated with asset revaluations and a growing asset base, the positive underlying surplus supports Council’s long-term financial sustainability and capacity to fund future service delivery and infrastructure investment.
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100										
Stability										
Rates concentration										
Rates compared to adjusted underlying revenue	65%	68%	63%	67%	63%	68%	67%	67%	67%	The ratio remained stable at 63 per cent in 2025–26 and was lower than the target of 67 per cent, primarily due to stronger than anticipated underlying revenue, including the advance receipt of a portion of the 2026–27 Financial Assistance Grant. The result reflects Council’s diversified revenue base and reduced reliance on rates as a proportion of total underlying revenue, supporting long-term financial sustainability and resilience.
[Rate revenue / Adjusted underlying revenue] x100										
Rates effort										
Rates compared to property values	0.15%	0.16%	0.17%	0.16%	0.17%	0.17%	0.17%	0.16%	0.16%	The ratio remained stable at 0.17 per cent in 2025–26, consistent with recent years and reflecting Council’s balanced approach to rating and revenue generation. The stability of this indicator demonstrates that movements in property valuations have remained broadly aligned with rate revenue growth, providing predictability and transparency for ratepayers while supporting the sustainable funding of Council services and infrastructure.
[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 2026–27 to 2029–30, as outlined in the adopted *2026–27 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.

Section 5. Notes to the accounts (continued)
for the year ended 30 June 2026**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 2026**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

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.

Active living — incorporating physical activity into daily life.

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.

Amenity — the pleasantness and usability of a place, including cleanliness, safety, and facilities

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.

Bicycle Network — an Australian charity, one of the largest cycling membership organisations in the world, whose mission is to have more people cycling more often.

Biodiversity — 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.

Caring for Country — a First Nations concept of caring for the land, water, and natural systems in a holistic and respectful way.

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.

Circular economy — a system that reduces waste by reusing, recycling, and repurposing materials.

Climate emissions — emissions released by human activity, which contribute to the warming of the atmosphere. These are usually measured in terms of the total amount of carbon dioxide that would lead to that level of warming expressed as the term CO2 equivalent (CO2-e)

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 Vision — a long-term aspiration developed with community input that guides Council planning.

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 four 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.

Disability — refers to both visible and non-visible disability. Visible disabilities are those that are immediately apparent to others, such as using a wheelchair or

a service animal. Non-visible (or hidden/invisible) disabilities are those that are not obvious to others just by looking, and they encompass a wide range of physical, mental, and neurological conditions.

Disability Discrimination Act (DDA) — a Commonwealth Act in Australia that makes it unlawful to discriminate against people with disabilities in many areas of public life, including employment, education, housing, and the provision of goods and services.

EAGA — Eastern Alliance for Greenhouse Action.

Emergency Services and Volunteers Fund — is an annual property levy collected via council rates in Victoria. It applies to residential, commercial, industrial, primary production and public benefit properties. It replaced the fire services property levy and supports a broader range of emergency services.

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

Expense — an outgoing payment that we make.

FOI — freedom of information.

Gender equity — fair treatment and opportunities for all genders.

GESAC — Glen Eira Sports and Aquatic Centre.

Glen Eira Green link — a community-driven proposal for a linear park along the Sandringham Rail Corridor in Melbourne's south-east, aiming to improve native habitat, tree canopy, walking, and biking.

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

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.

Homelessness protocol — a set of guidelines to respond to people experiencing or at risk of homelessness, ensuring they are treated with dignity and connected to support services.

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.

IDAHOBIT — International Day Against Homophobic, Biphobia, Intersexism and Transphobia

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

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*.

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.

Landfill diversion — the process of redirecting waste materials away from landfills and toward more sustainable alternatives such as recycling, composting, reuse, and waste-to-energy facilities

Landscape concept design — scaled drawing and written explanation that communicates the general layout, style, and key features of a proposed landscape design.

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

Library of Things — a sustainable way to borrow a range of non-traditional library items through our Glen Eira Library service.

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*.

Mobtix — a program offering discounted or complimentary tickets for Aboriginal and Torres Strait Islander peoples, as well as other First Nations communities, to access cultural events, concerts, and sports games in Australia.

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.

Rainbow ready roadmap

— a set of resources for Victorian rural and regional communities to build lesbian, gay, bisexual, trans and gender diverse, intersex and queer (LGBTIQ+) inclusion.

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.

Service level agreement

— a formal contract or agreement between a service provider and a customer that defines the level of service expected, outlines specific performance metrics (like uptime or response times), details the responsibilities of each party, and includes procedures for resolving disputes and penalties if the service levels are not met.

Social media

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

Splitter island

— a raised or painted area used to separate entering from exiting traffic, deflect and slow entering traffic, and provide a refuge for pedestrians crossing the road.

Strategic indicator

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

Strategic priority

— a focus area identified by Council as essential to achieving its strategic objectives and delivering services, infrastructure, and amenity improvements.

Streetscape

— the overall visual and functional character of a street or area, encompassing its physical features like buildings, trees, footpaths, street furniture, and signage.

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.

Welcoming Cities

— a national network of cities, shires, towns and municipalities who are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.

Contact us and feedback

Contact

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 2421 Caulfield Junction VIC 3161

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

National Relay Service

If you are d/Deaf or find it hard to hear or speak to hearing people on the phone you can contact us via the National Relay Service.

Step 1: contact NRS through your preferred NRS call channel
www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

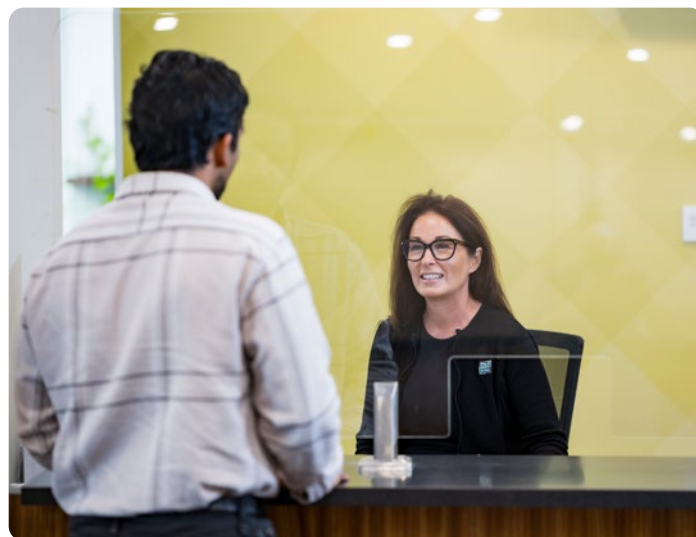
Step 2: provide the NRS with our phone number
(03) 9524 3333

Feedback

We welcome your feedback on the *Annual Report 2025–2026*.

Your feedback helps us understand what information is most useful to our community and how we can improve future reports.

You can provide your feedback by calling our Service Centre on 03 9524 3333 or email mail@gleneira.vic.gov.au





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

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 2421

Caulfield Junction VIC 3161

Phone: (03) 9524 3333

mail@gleneira.vic.gov.au

www.gleneira.vic.gov.au

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://www.accesshub.gov.au/>

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

LinkedIn:

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

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:

www.facebook.com/GlenEiraLibraries

www.instagram.com/gleneiralibraries

Glen Eira sustainable living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices