GLEN EIRA CITY COUNCIL

ORDINARY COUNCIL MEETING

TUESDAY 1 SEPTEMBER 2026

AGENDA

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

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

- *S8(1) Local Government Act 2020*

Councillors: The Mayor, Councillor Simone Zmood
Councillor Arabella Daniel
Councillor Margaret Esakoff
Councillor Jane Karslake
Councillor Sam Parasol
Councillor Luca Ragni
Councillor Kay Rimbaldo
Councillor Kimberley Young
Councillor Li Zhang

Chief Executive Officer: Lucy Roffey

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1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

2. APOLOGIES

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

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

PROCEDURAL MOTION

That Council:

1. where meetings are held in-person, can continue the meeting if the livestream of the meeting fails;
2. considers the meeting to be adjourned for 10 minutes from the commencement of any technical problem where a Councillor is participating virtually; and
3. where a Councillor is participating virtually and the meeting cannot be resumed within 30 minutes from the commencement of the technical problem, the meeting is to be reconvened on Wednesday 2 September 2026 at 7.30pm.

4. PUBLIC PARTICIPATION

5. WRITTEN PUBLIC QUESTIONS TO COUNCIL

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS

Copies of Minutes previously circulated.

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on 4 August 2026 be confirmed.

7. RECEPTION AND READING OF PETITIONS AND JOINT LETTERS

7.1 PETITION: SPEED HUMPS FOR HAWSON AVENUE, GLEN HUNTLY

A petition containing 31 signatures was submitted to the Council Meeting.

The petition read as follows:

We the undersigned residents request that Council constructs two (2) speed humps in Hawson Avenue, Glen Huntly, to mitigate severe traffic hazards and protect local residents.

The community draws Council's attention to an ongoing and dangerous volume of through-traffic on Hawson Avenue, driven by motorists frequently travelling at excessive speeds. This behaviour creates an immediate, unacceptable safety risk for all pedestrians and road users, particularly putting vulnerable road users such as young children and elderly residents at high risk of vehicular accidents. It also creates an unacceptable nuisance to the residents through high levels of noise pollution.

Following a review of potential traffic-calming interventions, physical speed humps, consistent with those that are in place in nearby Foster Ave and Woodville Ave, have been identified as clearly the most effective solution to curb speeding and secure our local street. The community's preferred placement, technical dimensions and design considerations are outlined in the attached documentation (Attachment A).

RECOMMENDATION

That Council:

1. receives and notes the petition; and
2. refers the petition to the relevant officer for investigation with a detailed response to be provided to the submitter.

8. REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS

9. REPORTS FROM COMMITTEES AND RECORDS OF ASSEMBLY

9.1 Advisory Committees

Nil

9.2 Records of Assembly

9.2.1 RECORDS OF ASSEMBLY

Author: *Karling Colomiere, Coordinator Councillor Business*

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

Trim No: *26/1251554*

Attachments:
1. *21 July 2026 Assembly* ⇩
2. *28 July 2026 Assembly* ⇩
3. *4 August 2026 Pre-meeting* ⇩

RECOMMENDATION

That Council notes the Records of Assemblies for:

1. 21 July 2026 Assembly;
2. 28 July 2026 Assembly; and
3. 4 August 2026 Pre-meeting.

Assembly of Councillors – Record of Assembly

21 July 2026

Assembly commenced at 6.32pm

Councillors Present:	**Officers Present:**	
Mayor, Cr Simone Zmood	Lucy Roffey (CEO)	Peter Tillotson
Cr Arabella Daniel	Kellie Vise	Jordan Wise
Cr Margaret Esakoff	Niall McDonagh	Jess Van Der Werff
Cr Jane Karslake	Jane Price	Jarrod Knight
Cr Luca Ragni	Rosa Zouzoulas	Damien Connell
Cr Kay Rimbaldo	John Vastianos	Bruce Paton
Cr Kimberley Young	Diana Vaynrib	Alex Leamy
Cr Li Zhang	Karling Colomiere	Kelly Naughton
		Stacey Murphy

1. **Acknowledgement**

2. **Apologies**
   - Cr Sam Parasol

3. **Caulfield Recreation Centre Operational Review**

4. **Glen Eira Urban Forest Strategy Review**

7.44pm – It is recorded that Cr Zhang vacated the meeting room
7.48pm – It is recorded that Cr Zhang returned to the meeting room

5. **Sports Club Allocation Policy – Responding to Councillor Feedback**

6. **Antisemitism Strategy 2026-2028 Community Engagement Feedback and Strategy Updates**

8.30pm - 10-minute BREAK

7. **Draft OCM Agenda Review– 4 August 2026**

8. **General Business**
   - Chief Financial Officer – Rate Notices
   - Director Planning and Place – East Village Advocacy Discussion
   - Director Community Wellbeing – Bentleigh Library Discussion
   - Cr Daniel – State Government Littering Campaign
   - Cr Esakoff – Pool Subsidies Article Discussion
   - Cr Young - Bike Safety at McKinnon and Tucker Rd Intersection
   - Chief Executive Officers – Guidelines on OHS for Councillors
   - Cr Karslake – Lighting Project

8. **Councillor / CEO only time (Cr Ragni)**

Assembly concluded at 10.11pm

Assembly of Councillors – Record of Assembly

28 July 2026

Assembly commenced at 5.00pm

Councillors Present:	**Officers Present:**	
Mayor, Cr Simone Zmood	Lucy Roffey (CEO) - online	Robert Parker
Cr Arabella Daniel	Kellie Vise	Joanne McKay
Cr Margaret Esakoff	Niall McDonagh	Jewil Fulton
Cr Jane Karslake	Jane Price	Harley Moraitis
Cr Luca Ragni	Rosa Zouzoulas	Salim Murtaza
Cr Kay Rimbaldo	John Vastianos	
Cr Kimberley Young	Diana Vaynrib	
Cr Li Zhang	Karling Colomiere	

1. **Acknowledgement**

2. **Apologies**
   - Cr Sam Parasol

3. **Town Hall Theatrette Tour**

4. **Local Government Legislation Amendment Bill 2026 - Likely Implications for Council**

5. **Responsible Persons - Aged Care Governance Resources**

6. **Strategic Review**

7. **Draft OCM Agenda Check-in – 4 August**

8. **General Business**
   - Chief Financial Officer – Rates Discussion
   - Cr Daniel – Bentleigh Library Closure Discussion
   - Cr Esakoff – Open Space Report Discussion
   - Chief Executive Officer – Councillor Professional Development

8. **Councillor / CEO only time (Cr Young)**
   -CEO Leave Procedure

Assembly Concluded at 7.45pm

OCM Pre-meeting – Record of Assembly

4 August 2026

Pre-meeting commenced at 6.50pm

Councillors Present:	**Officers Present:**
Mayor, Cr Simone Zmood	Lucy Roffey (CEO)
Cr Arabella Daniel	Kellie Vise
Cr Margaret Esakoff	Niall McDonagh
Cr Jane Karslake	Jane Price
Cr Sam Parasol	Rosa Zouzoulas
Cr Luca Ragni	John Vastianos
Cr Kimberley Young	Karling Colomiere
Cr Li Zhang	

1. **Acknowledgement**

2. **Apologies**
   - Cr Kay Rimbaldo

3. **Suspension of Standing Orders Discussion**

4. **Written Public Questions to Council discussion: 1 Written Public Question received.**

5. **Discussion on items for the OCM meeting**

6. **General Business:**
   - Chief Financial Officer – Rates Notice Discussion
   - Director Planning and Place – Advocacy Discussion
   - Chief Executive Officer – Bird Flu Briefing Discussion
   - Cr Zhang – Residential Rates Enquiry
   - Cr Zhang - Box Cottage Museum Discussion
   - Director Sustainability Assets and Leisure - King George Reserve Lighting Project

Pre-meeting Concluded at 7.04pm

10. OFFICER REPORTS (AS LISTED)

10.1 ANTISEMITISM STRATEGY 2026-2028

Author: *Fiona Banks, Senior Coordinator Wellbeing and Social Policy*

Director: *Jane Price, Director Community Wellbeing*

Trim No: *26/18608*

Attachments:
1. *Draft Antisemitism Strategy 2026-2028* ⇩
2. *Draft Antisemitism Strategy 2026-28 Action Plan* ⇩
3. *Antisemitism Strategy Engagement Report* ⇩

EXECUTIVE SUMMARY

This report seeks Council endorsement of the *Antisemitism Strategy 2026–2028* and the associated *Action Plan*.

Glen Eira is home to Australia's largest Jewish community. Recent increases in antisemitic incidents and growing concerns about their impacts on safety, inclusion and community participation have highlighted the need for a targeted local response.

The *Strategy* was developed through a structured three-phase process involving research, targeted stakeholder and broad community engagement. Participants consistently identified the importance of education, community safety, visible leadership, practical action and stronger partnerships to prevent and respond to antisemitism.

The *Strategy* provides a clear framework for Council's role in addressing antisemitism through three strategic directions: Prevention and education, Leadership and civic responsibility and Policy and systems. These directions are supported by an *Action Plan* containing 13 actions to be delivered over the 2026-2028 period.

Together, the *Strategy* and *Action Plan* provide a coordinated, evidence-informed and community-informed approach to strengthening safety, inclusion and social cohesion within Glen Eira.

RECOMMENDATION

That Council:

1. Endorses the *Antisemitism Strategy 2026-2028* (Attachment 1).
2. Endorses the *Antisemitism Strategy 2026-28 Action Plan* (Attachment 2).
3. Notes the outcomes of community and stakeholder engagement undertaken to inform both documents (Attachment 3).

BACKGROUND

Glen Eira is a diverse municipality of more than 160,000 residents and is home to the largest Jewish community in Australia, with approximately 17 per cent of residents identifying as Jewish. This represents over half of Victoria’s Jewish population and contributes significantly to the cultural life and identity of the City.

In recent years antisemitism has become an increasing concern, both nationally and locally. Within Victoria, a significant rise in reported incidents occurred in late 2023, with many incidents concentrated in Melbourne’s southeast. Data from the Community Security Group indicates that 564 antisemitic incidents were recorded across Victoria in 2025, of which 240, or 43 per cent, occurred within the City of Glen Eira.

Given the size, concentration and visibility of the Jewish community in Glen Eira, antisemitic incidents have a disproportionate impact on residents' sense of safety, belonging and participation. Local feedback indicates that some residents have changed how they engage in public life, including limiting activities or reducing visible expressions of identity due to safety concerns. These impacts extend beyond those directly affected and can reduce confidence, participation and social cohesion across the broader community.

Council's existing approach has embedded anti-racism and inclusion within broader community safety and wellbeing frameworks, including adoption of the International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism. While this approach remains important, it is not sufficient to address the specific and evolving nature of antisemitism. A targeted, place-based response is required to respond effectively to local conditions and community expectations.

In November 2025, Council resolved to develop a stand-alone Antisemitism Strategy in response to concerns raised by Jewish residents, community leaders and stakeholders regarding the impacts of antisemitism on safety, wellbeing and community participation. The decision reflected both the local significance of the issue within Glen Eira and Council's commitment to taking a proactive, evidence-informed approach.

The development of a dedicated Antisemitism Strategy builds on Council's existing work by providing a focused and coordinated approach that articulates Council's role, guides its actions and strengthens its ability to work in partnership with community organisations, service providers and other levels of government.

The *Strategy* and accompanying *Action Plan* have been developed through a structured process of research, targeted stakeholder and broad community engagement to ensure these documents are evidence-informed, grounded in lived experience and responsive to local needs.

ISSUES AND DISCUSSION

Overview of the development process

Council completed a multi-phased targeted and broad community engagement process between February and June 2026 to inform the development of the *Antisemitism Strategy 2026–2028.* The development was designed to build an evidence base, incorporate lived experience and test proposed responses with key stakeholders before broader community consultation. This enabled the *Strategy* and *Action Plan* to be refined and validated throughout each phase of development.

Across the three phases, Council engaged a broad range of stakeholders including Jewish community organisations, schools, youth representatives, faith leaders, multicultural community members, community service organisations, advisory committees, Council networks and the wider community. This approach recognised that while antisemitism directly affects Jewish residents, preventing antisemitism and strengthening social cohesion requires participation from the wider community.

To support inclusive and culturally responsive engagement, Council engaged Polaron Connect, a multicultural communications and community engagement organisation, to facilitate several of the workshops and interviews and help ensure diverse community perspectives were captured through the engagement process.

Phase 1: Evidence development and targeted stakeholder input (Feb – Mar 2026)

Purpose: To establish an evidence base and develop a shared understanding of antisemitism, its impacts and the role local government can play in prevention and response.

Participants:

- Community Voice members

- Council Advisory Committees
- Social Cohesion Taskforce
- Contributors in the Victorian Local Government Antisemitism and Social Cohesion Forum
- Monash University Australian Centre for Jewish Civilisation (ACJC) (academic review)

Key findings:

Insights from the academic review and stakeholder engagement highlighted that antisemitism is experienced in both overt and subtle forms, and that reported incidents represent only a portion of community experience. Stakeholders emphasised that under-reporting remains a significant issue, limiting the visibility of the problem and the ability to respond effectively.

Feedback consistently identified community safety as a central concern. Participants noted that experiences of antisemitism can influence how individuals engage with public life, including decisions about visibility, participation and use of shared spaces.

Education and prevention were also strongly emphasised. Participants highlighted the need to address misinformation and build community understanding, with a particular focus on early intervention and engagement with young people.

There was a clear expectation that Council demonstrate leadership. This included setting standards for respectful behaviour, responding appropriately and visibly to incidents, and maintaining an ongoing commitment to inclusion and social cohesion.

More broadly, antisemitism was identified as having implications beyond those directly affected. Participants noted its impact on trust, connection and cohesion across the wider community.

Importantly, this phase also highlighted the need for practical and actionable responses. Stakeholders expressed a clear preference for initiatives that translate commitments into visible and measurable actions.

Phase 2: Targeted Jewish community engagement (April – May 2026)

Purpose: To test the draft *Strategy* and *Action Plan* with people most directly affected by antisemitism and those working in community leadership, education and service delivery.

Participants:

- Jewish community organisations such as the Jewish Community Council of Victoria (JCCV) and Community Security Group (CSG)
- local schools and youth organisations
- faith leaders and interfaith networks

Key findings:

Participants broadly supported Council taking a dedicated and proactive role in addressing antisemitism. There was strong recognition that local government has an important role to play in promoting inclusion, supporting community safety and responding to emerging issues at a local level.

While there was clear support for the intent of the *Strategy*, stakeholders provided detailed and constructive feedback on how it could be strengthened. A consistent theme was the need for clearer and more specific actions, including greater detail about how initiatives would be delivered and how progress would be measured over time. This reflected a broader emphasis on accountability and transparency.

Education remained a key priority across all stakeholder groups. Participants, including schools and youth organisations, highlighted the importance of sustained and targeted

initiatives that address contemporary manifestations of antisemitism and build understanding across the broader community. There was particular emphasis on engaging young people and embedding education within existing programs and networks.

Safety and reporting were also key areas of focus. Organisations such as CSG and community representatives emphasised the importance of clear and accessible reporting pathways, as well as the need to build confidence in how incidents are acknowledged and responded to within Council's role.

Stakeholders also highlighted the importance of representation and inclusion. Jewish community organisations and participants highlighted the diversity of Jewish communities and the importance of ensuring that the *Strategy* reflects a range of lived experiences, cultural identities and levels of observance. Stakeholders emphasised the importance of avoiding a one-size-fits-all approach.

Engagement with faith leaders and interfaith networks reinforced the importance of relationship-building across communities as a preventative approach. These stakeholders emphasised that strengthening understanding and dialogue between faith groups can play a critical role in reducing discrimination and supporting social cohesion.

Phase 3: Broad community engagement (May – June 2026)

Purpose: To test the refined *Strategy* and *Action Plan* with the wider community, ensure they reflect broader community perspectives and gather additional lived experience through targeted engagement.

Participants:

- Community survey participants
- Community House Managers
- Multicultural community members
- Residents attending the Moorleigh Community Village drop-in session

Key findings:

Findings from this phase reinforced many of the themes identified earlier in the process, particularly the importance of education, safety and visible Council leadership. Participants supported Council taking action, while emphasising the need for clear communication about Council's role and the intended outcomes of the *Strategy*.

Feedback from multicultural community participants highlighted the importance of situating antisemitism within a wider commitment to addressing discrimination and supporting inclusive communities. This reinforced the need for the *Strategy* to be both targeted in its focus and connected to Council's wider social cohesion work.

Engagement with Community House Managers provided practical insight into delivery opportunities, particularly the role of Council facilities, programs and local networks in supporting education and community connection initiatives.

Feedback from this phase informed final refinements to the *Strategy* and *Action Plan*, strengthening clarity, accessibility and alignment with community expectations.

What we heard:

Across all phases of engagement, four consistent themes emerged:

- Antisemitism is affecting feelings of safety, belonging and participation in community life.
- Education is viewed as the strongest long-term prevention tool.
- Council is expected to take a visible leadership role through advocacy, communication, partnerships and practical action.

- Community members want clear reporting pathways, accountability and evidence that commitments will lead to action.

Overview of the Strategy and Action Plan

The *Antisemitism Strategy 2026–2028* provides a clear framework for preventing and responding to antisemitism at a local level. It outlines how Council will use its roles as a provider, partner, advocate, educator and regulator to strengthen safety, inclusion and confidence.

The *Strategy* is structured around three strategic directions: **Prevention and education**, **Leadership and civic responsibility** and **Policy and systems**. The accompanying *Action Plan* outlines the key actions Council will deliver during the 2026–27 and 2027–28 financial years to achieve the strategic objectives of the *Strategy.*

Strategic Direction 1: Prevention and education: This direction focuses on building understanding of antisemitism and contemporary Jewish lived experience, while building the knowledge, skills and confidence needed to prevent and address antisemitism across Council and the broader community. It supports learning and engagement opportunities in youth, interfaith and community settings and strengthens organisational capability through targeted education and training.

Key actions include:

- promoting shared understanding and practical application of the International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism across Council and with relevant partners.
- delivering annual antisemitism awareness and trauma-informed practice training for Councillors, the Executive Leadership Team and priority frontline staff.
- promoting community awareness and learning opportunities on antisemitism and Jewish identity through Council-supported youth, interfaith, intercultural and community settings.

Strategic Direction 2: Leadership and civic responsibility: This direction centres on Council providing visible, consistent leadership in opposing antisemitism. It includes clear public statements, strong partnerships with community organisations and other agencies, and advocacy beyond the municipality where needed. The aim is to maintain community confidence that antisemitism is taken seriously and is addressed in line with Council's values and human rights obligations. This direction also supports opportunities for connection, understanding and participation across communities as part of strengthening social cohesion.

Key actions include:

- developing a Social Cohesion Strategy to build on the progress and learnings of the Antisemitism Strategy 2026–2028.
- supporting visible Jewish cultural, commemorative, educational and community events through grants, venues and promotion.
- using the Glen Eira Social Cohesion Taskforce as the primary mechanism for sharing insights and strengthening collaboration.
- demonstrating public leadership against antisemitism through advocacy and clear, values-based messaging that publicly affirms Council's zero-tolerance stance on antisemitism and commitment to inclusion.

Strategic Direction 3: Policy and systems: This direction focuses on ensuring Council's policies, procedures and operational systems consistently prevent, identify and respond to antisemitism. This includes clear reporting and response pathways, coordinated incident responses, and policies, procedures and community safety processes that support safe and welcoming public spaces. The intent is to embed antisemitism responses into everyday Council systems rather than relying on ad hoc action.

Key actions include:

- providing clear, accessible and easy-to-navigate information on reporting, referral and support pathways, working with partners to respond to antisemitic incidents in a coordinated way.
- ensuring prompt removal of antisemitic graffiti or symbols from Council-managed assets in line with existing graffiti response standards.
- identifying and responding to community safety concerns, particularly around high-risk or sensitive locations, which may include improvements such as lighting, visibility and passive surveillance where appropriate.

Key considerations

While the engagement demonstrated strong support for Council taking action to address antisemitism, participants brought a diverse range of perspectives, experiences and expectations regarding the role Council should play and the types of actions that should be prioritised.

Some stakeholders sought a strong and visible Council response, including leadership, advocacy and public action. Others emphasised the importance of focusing on practical, achievable initiatives that sit within Council's role and capacity. There was also consistent feedback that the Strategy should respond to the specific impacts of antisemitism while remaining connected to Council's broader commitment to inclusion, anti-racism and social cohesion.

Balancing these perspectives was a key consideration throughout development. The resulting *Strategy* seeks to provide a targeted response to antisemitism that reflects local experiences and community expectations while remaining aligned with Council's responsibilities as a local government authority.

The *Strategy* focuses on the levers available to Council, including its role as a leader, advocate, educator, service provider, regulator and partner. It does not seek to replace the responsibilities of Victoria Police, courts, governments or specialist community organisations. Instead, it outlines how Council can contribute to prevention, education, community safety, partnership-building and community connection within its sphere of influence.

The *Strategy* also operates within a broader social context where issues of identity, discrimination and social cohesion can be sensitive and, at times, contested. While there is a risk that discussions relating to antisemitism may generate differing views within the community, engagement also highlighted a strong desire for education, learning, dialogue and connection.

This presents an opportunity to strengthen understanding across communities, build trust and support a more cohesive and inclusive Glen Eira. The Strategy also provides an important foundation for Council's broader social cohesion work and contributes to longer-term efforts to strengthen inclusion, belonging and community connection across the municipality.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no direct implications for the *Climate Emergency Response Strategy* arising from this report.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Budget

Implementation of the *Antisemitism Strategy 2026–2028* will primarily be delivered through existing Council resources and service areas. The *Action Plan* has been developed with

consideration of current capacity, with a focus on integrating actions into existing programs, partnerships and community engagement activities wherever possible.

Some actions may require modest reallocation of resources or additional coordination across Council. Where specialist expertise or program delivery is needed, this is expected to be addressed through partnerships with community organisations and relevant external agencies rather than significant new investment.

Risk

This initiative relates to Council's management of *Strategic Risk 33: Council's strategic priorities and commitments are not achieved.* Failure to effectively implement the *Strategy* may impact Council's ability to deliver on its commitments relating to community safety, inclusion, social cohesion and wellbeing.

Community expectations are high, and there is a risk that the scope or pace of delivery may not align with those expectations. This will require clear communication about Council's role and a transparent approach to reporting progress.

There are also reputational considerations. Council's response to antisemitism will be visible and may attract scrutiny, particularly in relation to how incidents are acknowledged or addressed. Ensuring responses are timely, consistent and appropriate will be critical to maintaining community trust.

The *Strategy* also operates within a complex external environment. Drivers of antisemitism are often influenced by factors beyond Council control, including national and international events. This reinforces the importance of partnership-based approaches and flexibility in implementation.

Asset management

The *Strategy* does not have direct implications for asset management. However, Council facilities and public spaces may play a role in delivery, particularly in relation to community education, events and engagement activities.

POLICY AND LEGISLATIVE IMPLICATIONS

The *Antisemitism Strategy 2026–2028* aligns with relevant Commonwealth and Victorian legislation that addresses discrimination and promotes human rights.

This includes the *Equal Opportunity Act 2010 (Vic)* and the *Racial and Religious Tolerance Act 2001 (Vic)*, which prohibit discrimination and vilification on the basis of religion and ethnicity. It is also consistent with the *Racial Discrimination Act 1975 (Cth),* which provides protection against racial discrimination at a national level.

In developing the Strategy, consideration has been given to Council's obligations under the *Charter of Human Rights and Responsibilities Act 2006 (Vic).* The Strategy supports rights relating to equality, freedom of religion, and protection from discrimination.

A Gender Impact Assessment for the Strategy has been completed in line with the *Gender Equality Act 2020.*

The *Strategy* does not introduce new statutory requirements or regulatory obligations.

COMMUNICATION AND ENGAGEMENT

The *Strategy* and *Action Plan* were informed through a multi-phased community engagement process undertaken at the 'Consult' level of the Engagement Institute/IAP2 Public Participation Spectrum. The process combined research, targeted Jewish community and broad community engagement to ensure a range of perspectives were considered.

Across the three phases Council engaged with Community Voice members, Advisory Committees, the Social Cohesion Taskforce, Jewish faith and community leaders, schools, youth organisations, Jewish community representatives and wider Glen Eira community members. Broad community engagement was undertaken from 7 to 28 June 2026 through Council's Have Your Say platform and a range of targeted engagement activities.

During the broad community engagement in Phase 3, 151 participants provided direct feedback, including 133 survey responses. Feedback from all three phases informed the refinement of the draft *Strategy* and *Action Plan* prior to finalisation, a summary of the engagement findings is provided in (Attachment 3).

Council also delivered an internal staff engagement and learning session attended by approximately 40 staff members to build awareness and support for the Strategy's implementation.

Communication activities included promotion through the Have Your Say page, Council's website, social media channels, e-newsletters, targeted stakeholder communications and promotion across Council facilities. This approach sought to encourage informed participation while recognising the sensitivity of the topic and the importance of respectful community dialogue.

LINK TO COUNCIL PLAN

Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing

Our community feels safer

The *Strategy* aligns with Council's existing policy framework, including the *Council Plan 2025-2029* and broader commitments to social inclusion, community safety and prevention of harm.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The *Antisemitism Strategy 2026–2028* provides a comprehensive and considered framework for Council's response to antisemitism. It reflects a thorough process of research, engagement and development, and balances ambition with practicality.

Endorsement of the *Strategy* and *Action Plan* will enable Council to take a clear and coordinated approach, contributing to a community that is safer, more inclusive and more connected.

GLEN EIRA CITY COUNCIL

DRAFT

Antisemitism Strategy 2026-2028

Document Control

Adopted by	
Date first adopted	
Dates amended	
Review due by	
Contact	

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

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

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DRAFT

Acknowledgement of Traditional Owners

Glen Eira City Council acknowledges the Boon Wurrung/Bunurong and the Wurundjeri Woi Wurrung peoples of the Kulin Nation, as the Traditional Owners and Custodians, and pays respect to their Elders past and present. We acknowledge and uphold the Traditional Owners' continuing relationship to the 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 who live healthy and prosperous lives and to improve life outcomes for future generations.

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

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Mayor's Message

Glen Eira is proud to be home to Australia's largest Jewish population, with more than 17 per cent of our residents identifying as Jewish. The diversity of our community helps shape who we are as a City. Our 2024 *Community Vision* guides us, and together we are building a thriving and empowered community working together for an inclusive and sustainable future. We continue to strengthen our commitment to safety and inclusion, and to addressing rising concerns about antisemitism.

As the cultural centre of Melbourne's Jewish population, we recognise how these issues affect residents' sense of security and belonging. We play an important role in keeping both the Jewish and wider Glen Eira community feeling safe and included, which is why we have created the *Antisemitism Strategy*. We are proud to take a sector leadership role, demonstrating a visible and value-based commitment to preventing and responding to antisemitism.

This Strategy builds on Council's existing work in addressing antisemitism, strengthening social cohesion, promoting anti-racism and enhancing community safety. It includes practical actions across areas such as education, incident response, community engagement and public space design.

We continue to work closely with local Jewish organisations, neighbouring councils and national representatives to ensure community voices shape this work. Through this *Strategy,* social cohesion initiatives and support for inclusive programs, Glen Eira continues to promote connection, respect and resilience. Together, these efforts help build a community where all residents can feel safe, valued and free from antisemitism.

Foreword from the CEO

The *Glen Eira Antisemitism Strategy 2026–2028* provides a clear, coordinated and time-bound framework for preventing and responding to antisemitism at a local level.

It sets out how we will use our role as a provider, partner, educator, advocate, and regulator to strengthen safety, inclusion, and social cohesion for Jewish residents. At the same time, it reinforces Glen Eira's commitment to human rights and community wellbeing for all.

The *Strategy* responds to a documented increase in antisemitic incidents locally and statewide and to community concerns about safety, visibility and confidence. It elevates antisemitism as a specific focus within Council's broader anti-racism and social cohesion agenda, to address the surge of incidents. The Strategy ensures a visible, accountable and sustained response by Council.

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Introduction

Strategy purpose

The purpose of the *Strategy* is to provide a clear and coordinated framework for coordinated local action, bringing together Council, community partners and other agencies to preventing and responding to antisemitism, strengthening safety, inclusion and belonging for Jewish residents, while contributing to a more cohesive, respectful and connected community for all residents.

Strategy scope

Antisemitism is not only expressed through visible incidents such as graffiti, harassment or vandalism. It also operates through everyday attitudes and social norms — including stereotypes, dismissal, indifference and the erasure of Jewish identity — which can normalise harm and undermine trust over time. These impacts may be experienced differently depending on a person's gender, age, disability, sexuality, cultural background and connection to Jewish community life.

For this reason, a reactive response to incidents alone is not sufficient. This Strategy combines immediate responses with long term efforts and is integrated within our broader anti-racism and social cohesion work.

The Strategy focuses on the role we can appropriately and effectively play in preventing and responding to antisemitism, recognising both our responsibilities as a local government and the importance of working in partnership with community and other agencies. In this context, the Strategy focuses on actions that align with our role as a provider, partner, advocate, educator and regulator, including delivering services, supporting community programs, improving safety in the spaces we manage, coordinating with partners, and advocating for change where appropriate.

It does not seek to take a position on international conflicts or geopolitical debates, including the Israel-Palestine conflict, nor determine their outcomes. Rather, it focuses on the local impacts these events can have on community safety, participation and cohesion within Glen Eira. It also recognises that some areas of work, such as education and specialist support services, are most effectively led by organisations with dedicated expertise. In these areas, our role is to convene, partner, advocate, facilitate participation and amplify trusted information rather than develop or deliver specialist content directly. Where antisemitic conduct falls outside our jurisdiction, the *Strategy* prioritises clear referral pathways, coordinated response protocols, partnership-based approaches and visible civic leadership rather than duplicating external systems or services.

While centred on addressing antisemitism, this *Strategy* recognises that combating antisemitism contributes to combating all forms of racism and extremism affecting our community; it is positioned within our broader anti-racism and social cohesion efforts.

The *Strategy* will be implemented over 2026–2028 and then evaluated. Delivery will be guided by an *Action Plan*, published separately and developed annually, which will set out the specific actions, timeframes, responsibilities and measures for each year of the *Strategy*.

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City of Glen Eira snapshot

The City of Glen Eira is located in Melbourne's south-eastern suburbs and covers 39 square kilometres.

The municipality includes established suburbs that 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.

The population of Glen Eira is estimated at 161,057 residents, representing 59,792 households with an estimated 17,000+ business and 48,000 local jobs. The City has a median age of 38 years, with a mix of families, single-person households and multigenerational living arrangements reflecting its changing demographic profile. Glen Eira is a culturally diverse community, with residents representing more than 107 countries and over 120 cultural backgrounds.

Glen Eira City Council Plan 2025-2029

The *Glen Eira City Council Plan 2025–2029* was developed in collaboration with our community and responds to our most important priorities for the next four years. We have grouped our goals into four key strategic directions:

- **Community safety, cohesion, health and wellbeing:** Building a community where everyone feels safe, supported and connected.
- **Diverse, welcoming and accessible places:** Creating neighbourhoods and public spaces that are inclusive and accessible for all.
- **Environmental stewardship:** Taking strong action on climate change, reducing waste and supporting community-led sustainability.
- **Innovative and financially sustainable:** Using resources wisely, making open decisions and focusing on what matters most.

Each direction is supported by a set of objectives and indicators. These indicators help us measure progress and show how we are tracking towards achieving our objectives. To help achieve the goals set out in the *Council Plan 2025–2029* the annual *Action Plan* outlines the key projects and initiatives we will deliver during the 2025–2026 financial year. This includes major initiatives that have been identified as top priorities — projects that will make a real difference in our community and directly support the long-term vision.

Our planning approach

Our planning approach is anchored in the long-term *Community Vision*, which expresses the aspirations and priorities of our residents and guides all of our decision-making. This vision provides the foundation for our strategic priorities and outcomes for 2025 to 2029, ensuring our work is focused on creating a thriving and empowered community working together for an inclusive and sustainable future.

Our *Integrated Planning and Reporting Framework* (IPRF) ensures all our strategies and plans work together to deliver on the *Community Vision 2040* and the *Council Plan 2025–2029*.

This *Strategy* is grounded in the *Glen Eira City Council Plan 2025–2029*, particularly **Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing**, which identifies combatting antisemitism and racism as essential to an inclusive, healthy community. It follows the integrated planning approach of our *Council Plan*, ensuring that actions to address antisemitism are embedded in Council's overall vision for a safe, inclusive City.

Figure 1. *Integrated Planning and Reporting Framework.*

This approach brings together community insights, service knowledge and cross-departmental collaboration. We believe a truly vibrant and resilient community is one where everyone is seen, heard and valued and this approach ensures our planning is consistent, evidence-based and informed by the people who live, work and participate in Glen Eira.

Health and wellbeing are central to every aspect of our work across all our strategic planning. Access to green spaces, environment, housing, transport, safety, and social inclusion all shape

people's wellbeing. That is why every strategic plan considers the impact it will have on community health, wellbeing, equity and inclusion.

We recognise that achieving meaningful health and wellbeing outcomes for our community requires strong, sustained partnerships with key agencies and community groups. We understand that by aligning our efforts and resources, we can deliver greater impact, more efficiently. We play a vital role in connecting, supporting, advocating for, and resourcing initiatives that align with shared goals. We have actively engaged our partners to validate the data and insights that informed the *Council Plan*, explore strategic alignment, anticipate sector changes and gather local stories that illustrate our findings.

We apply a place-based approach that recognises the diversity of Glen Eira's neighbourhoods and the different needs, challenges and opportunities that exist within each area. This enables us to tailor services, programs and partnerships to local circumstances and strengthen community connection at a neighbourhood level.

Our work is supported and structured by Council's IPRF, which ensures a clear line of sight between our *Community Vision*, long-term strategies, annual priorities and on-the-ground delivery. Through this framework, we maintain transparency, accountability and consistency in how we plan, implement and report on our work, ensuring that our strategic commitments translate into meaningful, measurable outcomes for the community.

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Background

Governance context

This *Strategy* has been informed by a range of local, state and national policy frameworks and best-practice models, ensuring our approach to preventing and responding to antisemitism is evidence-based, aligned with broader reforms, and tailored to local community needs.

Waverley Council (NSW) *Strategy to Combat Antisemitism* (2025): Australia's first local government antisemitism strategy, which outlines a comprehensive model based on leadership, public awareness, community engagement and incident response. We have drawn on Waverley's four pillars (Prevention, Early Intervention, Response and Recovery) and its use of the IHRA definition as guiding foundations.

The *Special Envoy's National Plan to Combat Antisemitism* (2025): A national framework identifying 13 priority areas, from law reform and education to digital governance and safeguarding Jewish life. The Special Envoy has promoted Waverley Council's Strategy (referred to above) as the model strategy for application in other local government areas (LGAs). Our *Strategy* aligns by adopting common definitions, strengthening incident-reporting pathways and supporting the call for local governments to act as "frontline actors" in combating antisemitism.

The Jewish Community Council of Victoria (JCCV) *10-Point Plan to Combat Antisemitism in Victoria:* A policy framework highlighting statewide needs, including strengthened public safety laws, closing legislative gaps, expanding Jewish cultural activities, bolstering community security and increasing education and awareness. We localise these priorities through Council's programs, services and partnerships.

The *Local Government Antisemitism Action Plan 2025:* Developed through the Australian Mayors Summit Against Antisemitism, providing councils with practical, adaptable measures to respond rapidly to antisemitism. Its actions — strengthening anti-discrimination policies, expanding cultural awareness training, improving reporting systems and deepening collaboration with police and Jewish organisations — have directly shaped our local approach.

Victorian State initiatives: Including the *Victorian Anti-Racism Strategy 2024–2029*, the *Justice Legislation Amendment (Anti-vilification and Social Cohesion) Act 2025*, and state forums such as the Local Escalation and Help (LEAH) Group, in which we actively participate, and the Victorian Anti-Hate Taskforce. This Strategy complements these statewide reforms by localising their objectives for community level impact.

Glen Eira's existing social cohesion infrastructure: Including the Glen Eira Social Cohesion Taskforce and the Community Safety, Cohesion, Health and Wellbeing Advisory Committee. These groups provide established platforms for co-design, partnership and intelligence-sharing, enabling a coordinated and evidence-informed approach to implementation.

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Current context

Glen Eira's reputation as one of the safest municipalities in Victoria is supported by Crime Statistics Agency Victoria (CSA) data which consistently shows that Glen Eira performs well compared with most Victorian LGAs, particularly for violent crime. Analysis of CSA datasets shows Glen Eira's violent crime rate is around 50 per cent lower than the Victorian average, placing it among the lowest-violence LGAs in the state. This strong safety profile is also reflected in community perceptions, with 91 per cent of Glen Eira residents reporting they feel safe when walking alone in their local area during the day, according to the *Glen Eira 2026 Community Satisfaction Survey tailored questions report*.

However, broader community safety indicators do not necessarily reflect the experiences of all community groups. Throughout the development of this Strategy, Jewish community members consistently highlighted the impact of antisemitism on feelings of safety, participation and belonging, reinforcing the need to consider both objective measures of safety and lived experience.

Our commitment to an inclusive, safe community

Glen Eira is a proudly diverse municipality of more than 160,000 residents and has the largest Jewish community in Australia with approximately 17 per cent of residents identifying as Jewish. This represents over half of Victoria's Jewish population, contributing significantly to the cultural richness of our City. We have long championed multiculturalism, interfaith harmony and anti-discrimination.

We were the first Victorian council to adopt the International Holocaust Remembrance Alliance (IHRA) working definition of antisemitism in full, signalling our zero-tolerance for anti-Jewish hate:

> *Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.*

While different views exist regarding the application of the IHRA Working Definition, we use the IHRA Working Definition as a practical, guiding tool to support shared understanding and consistent responses to antisemitism. Australia is a member of the IHRA intergovernmental body, and has formally adopted the IHRA Working Definition, therefore our use of the definition aligns with this national and international approach. The definition is supported by clear, practical examples reflecting contemporary lived experience to help our staff, key partners and the community recognise antisemitic harm in context and respond proportionately and safely. It is not used to impede legitimate political discussion.

Building on the Together We Stand[1] anti-racism statement (May 2019), we have undertaken a range of initiatives that contribute to reducing racism and strengthening social cohesion.

[1] Together We Stand

Through sustained partnerships with key Jewish organisations, we have:

- embedded anti-racism and cultural competency training for staff and Councillors.
- supported and promoted Jewish cultural and educational programs.
- established the Glen Eira Social Cohesion Taskforce and convened the Victorian Local Government Forum on Antisemitism and Social Cohesion.
- delivered broader community initiatives designed to promote understanding, inclusion and respectful engagement across our diverse communities.

Why Glen Eira needs a targeted antisemitism strategy

Global events and conflicts have triggered a sharp rise in antisemitic incidents worldwide and locally. Victoria experienced an unprecedented spike in anti-Jewish hate in late 2023 — recording more incidents in one quarter than in the previous three years combined — with many occurring in Melbourne's south-east, where Glen Eira's Jewish community is concentrated.

The size, concentration and visibility of the Jewish community in Glen Eira, means that antisemitic incidents — whether physical, verbal or symbolic — have a disproportionate impact on sense of safety, belonging and trust. A targeted, place-based response is therefore both necessary and appropriate.

Locally, residents have reported vandalism, harassment and vilification, which have increased feelings of fear and vulnerability. In 2025, the Community Security Group (CSG) recorded 564 antisemitic incidents across Victoria — the highest total ever in a single year — including 240 incidents (43 per cent) in the City of Glen Eira alone, underscoring that antisemitism is a persistent and highly localised threat in Melbourne's inner south-east.

These local incidents, intensified by global tensions, have impacted the community's sense of safety. Our current approach — embedding anti-racism within the *Council Plan* and relying on broad community safety measures — is no longer sufficient to address this specific and escalating challenge.

Beyond reportable incidents, antisemitism can drive fear, withdrawal and reduced participation in civic, cultural and public life. Community feedback highlighted that some Jewish residents have altered everyday behaviours due to safety concerns, including limiting participation in public activities, concealing visible signs of Jewish identity, and making decisions based on whether they feel safe expressing that identity. These impacts can be heightened for our Jewish community who already experience barriers to safety, participation or inclusion, including women, older people, people with disability, LGBTIQA+ people and young people.

These impacts are significant even where individuals have not experienced a direct incident, and they can weaken social cohesion by reducing everyday connection and trust. For these reasons, this Strategy measures and targets both objective safety and sense of safety.

In November 2025, Council unanimously recognised the need for a targeted response and resolved to develop a stand-alone Antisemitism Strategy. This dedicated strategy will elevate the visibility of our efforts, ensure a coordinated response, and reassure Jewish residents that their safety and

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wellbeing are an urgent priority. It will provide a focused two-year plan (2026–2028) that builds on existing social cohesion initiatives and lays the foundation for a broader intercultural social cohesion strategy in the years ahead.

Why addressing antisemitism benefits the whole community

While the *Strategy* has a specific focus on antisemitism, its benefits extend beyond the Jewish community. Community feedback highlighted that antisemitism can affect families, friends, neighbours, businesses and others connected to Jewish people or places. It can also reduce participation, visibility and trust across the broader community. Addressing antisemitism therefore contributes to improved community safety, confidence and social cohesion for all residents.

A targeted approach can also create opportunities to strengthen understanding and connection across the community. While some people may initially question why a specific strategy is needed, clear communication about the local impacts of antisemitism and its place within our broader anti-racism and social cohesion work can help build shared understanding. By creating opportunities for learning, dialogue and collaboration, the Strategy can contribute to greater trust, stronger relationships between communities and a more cohesive Glen Eira.

Key challenges and opportunities

This *Strategy* is informed by a review of local data as outlined above, community feedback and our role and capacity to respond to antisemitism, which together shape the approach outlined below.

Rising threats and community fears

The threat of rising antisemitism is real and urgent. Antisemitic graffiti, hate symbols and harassment have appeared in or near Glen Eira, often triggered by global events. This rise in incidents — including highly visible cases of hate speech and intimidation — has caused deep concern. Under-reporting is likely, as some victims feel fear or fatalism, meaning incidents may be more frequent than official reports indicate.

We need to encourage reporting and respond visibly so that incidents are not normalised. This includes clear public information on reporting and support options, timely action on antisemitic graffiti on our assets, and coordinated communication with partners and outreach to community organisations after significant incidents. At the same time, our Jewish community is experiencing trauma and uncertainty, which can erode trust and participation in community life if not addressed. Countering this fear with tangible action and support is a top priority.

Antisemitism can cause trauma, anxiety and avoidance behaviours that reduce participation in public and civic life, even when incidents are not directly experienced. These impacts are not limited to individual wellbeing. They can also reduce visibility, connection and confidence across community life, which weakens social cohesion over time. This is why the *Strategy* focuses on both physical safety and people's sense of safety.

The Strategy also recognises that people may need different forms of information, support or engagement to feel safe, particularly where antisemitism intersects with gendered safety concerns, age, disability, sexuality or other forms of discrimination.

Community sensitivities and expectations

Because this topic is highly sensitive, there is a risk of misunderstanding or perceptions that a targeted approach prioritises one community over others. The Strategy presents an opportunity to strengthen understanding of why targeted responses are sometimes necessary to address specific forms of harm and to demonstrate how addressing antisemitism contributes to safety, inclusion and social cohesion for the broader community. Clear communication and positioning within our broader anti-racism and social cohesion work is important to build trust, reduce misunderstanding and support constructive community dialogue.

Recognising the sensitivity of this topic and the diversity of community expectations, we will continue to undertake targeted and facilitated engagement where appropriate during implementation to support safe participation, build understanding and help ensure actions are delivered in a way that is inclusive and responsive to community needs. . Engagement methods will be tailored to the audience and risk, to avoid unintentionally amplifying harm or division. Maintaining an emphasis that addressing antisemitism benefits everyone — by upholding our City's values and harmony — will be critical to securing broad support.

Strong foundations and partnerships

We are not starting from scratch. A key strength is the alignment of this initiative with Victorian and Australian Government policies and resources, which opens opportunities for funding and support. We have long-standing established strategic and operational relationships with Jewish organisations, faith leaders, Victoria Police, neighbouring councils and multicultural networks. Past collaborations, including interfaith Harmony Forums and joint training with JCCV, demonstrate a history of constructive community engagement that we can build on.

These partnerships are an asset to co-design effective programs and rapidly respond to incidents through, for example, taskforces and information sharing. We have a strong history of positive action and a zero tolerance to racism and antisemitism — a position we can leverage to advocate for resources (such as state grants for anti-racism and security) and to pilot innovative approaches that might be models for others.

An inclusive, cohesive community to build on

Despite recent strains caused by antisemitism and hate incidents, our community continue to demonstrate a strong commitment to diversity, social cohesion and standing against hate. Through sustained community leadership and engagement, the prevailing aspiration among residents — Jewish and non-Jewish — remains unity, safety and embracing diversity.

Expressions of solidarity from other communities and faith groups in Glen Eira also point to a meaningful opportunity to deepen interfaith and intercultural understanding as part of this strategy's implementation. By prioritising education and positive engagement, this *Strategy* seeks not only to support our Jewish community but also strengthen social cohesion more broadly — contributing to greater understanding, empathy and resilience across the community.

Our leadership role

Given the size and visibility of the Jewish community in Glen Eira, the community expects us to provide clear, proactive and sustained leadership in response to antisemitism. This includes prevention and education, visible civic advocacy, and timely, effective responses when incidents occur — delivered in a way that is proportionate, inclusive and aligned with human rights principles. This also includes setting expectations for respectful public behaviour and civic discourse and promoting civility so that difficult issues can be discussed in an inclusive and respectful environment.

We will deliver the *Strategy* with care, guided by community voices and grounded in our shared commitment to a safe, inclusive and respectful Glen Eira. Our leadership role is to provide clear and consistent public leadership against antisemitism, work in partnership with community organisations and other agencies, and help build understanding, trust and belonging across the community. We will advocate where change is needed, support community connection and respond in ways that are practical, proportionate and aligned with Council's role.

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Stakeholders and their roles

Our community are key stakeholders who contribute essential insights, lived experience and collaborative support to strengthen Glen Eira's safety, cohesion and antisemitism prevention efforts.

We work in partnership through key internal groups — the Glen Eira Community Safety Committee, the Glen Eira Social Cohesion Taskforce, and the Glen Eira Strategic Advisory Committee — Community Safety, Cohesion, Health and Wellbeing.

- The **Community Safety Committee** aims to promote, guide and support strategic responses to community safety priorities in Glen Eira. It brings together Council, Victoria Police, emergency services, and community organisations.
- The **Social Cohesion Taskforce** focuses on coordinating responses to incidents impacting community safety and cohesion, initially prioritising antisemitism, supports unified public messaging across key organisations, and advise on practical, action-oriented initiatives that strengthen long-term community harmony across all cultural groups. Members include the Jewish Community Council of Victoria (JCCV), Community Security Group (CSG), Courage to Care, Victoria Police, Monash University, Victoria University, Urban Enterprise, the Victorian Government - Multicultural Review Advisory, and the Department of Justice and Community Safety.
- The **Community Safety, Cohesion, Health and Wellbeing Strategic Advisory Committee** provides advice and recommendations to support our goal of a safe, healthy and well community. Membership consists of Councillors and community members.
- Additionally, the Victorian Government's **Local Escalation and Help Group (LEAH),** along with the Anti-Hate Taskforce — continue to contribute specialist knowledge and coordinated government responses to antisemitism and community safety.

These groups provide advisory and coordination functions, supporting information sharing, alignment, and co-design. They do not replace our decision-making or statutory authorities but act as structured forums to inform our approach and support coordinated responses.

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Vision

A safe, inclusive and respectful Glen Eira, where Jewish residents – and people of all backgrounds – feel protected, valued and free from antisemitism.

This vision aligns with the *Glen Eira 2040 Community Vision* of an 'inclusive and sustainable future' and reinforces that antisemitism has no place in our City's future.

Guiding principles

In pursuing these objectives, the following principles will guide all actions under this *Strategy*:

Human rights and equity: This *Strategy* is framed firmly within a human rights lens — protecting the rights of a minority community and recognising that Jewish people continue to experience discrimination, prejudice and targeted hate despite being a longstanding and valued part of Glen Eira's community. Our focus on addressing antisemitism is grounded in a commitment to social cohesion and undertaken in a way that values inclusiveness, reduces division and avoids marginalising or stigmatising any community. We emphasise safety, dignity and equity, consistent with our obligations under the *Victorian Equal Opportunity Act 2010* and the *Justice Legislation Amendment (Anti-vilification and Social Cohesion) Act 2025*. All interventions will be inclusive and avoid marginalising any community.

Community-centric and co-designed: Jewish community members and organisations will be at the heart of shaping solutions. We will continue to engage with affected communities through advisory structures and targeted, facilitated engagement to inform program design and delivery. Engagement will seek to reflect the diversity of Jewish identities and experiences, including differences shaped by age, gender, disability, sexuality, culture, faith practice and connection to community, while creating opportunities to hear from people who may be under-represented in traditional consultation and leadership settings. This principle ensures interventions are culturally appropriate and truly meet community needs. It also fosters local leadership and empowerment in addressing antisemitism.

Evidence-based and best practice: Actions will be informed by evidence and expertise — learning from best practices in other cities and recommendations from experts. We will utilise academic research to understand trends and evaluate what works.

Integration and visibility: While this is a stand-alone strategy to give focus and urgency, its implementation will be integrated across our operations rather than siloed. This mainstreaming ensures sustainability after the two-year period. We will maintain visibility of the issue through regular reporting and dedicated communications, including actions delivered while respecting privacy and safety considerations, to ensure antisemitism does not slip from our attention. This approach supports sustainability beyond the initial two-year period and ensures antisemitism is addressed as part of our broader commitment to inclusion and social cohesion.

Transparency and accountability: We will be transparent about progress on this strategy. Actions will be clearly defined, practical and achievable within our role, with examples provided where appropriate to support understanding. Clear metrics and public reporting (see Monitoring and Evaluation) will hold us accountable to the community. We will clearly identify areas that need further work or input and update them as more information becomes available.

Proportionate, trauma-informed action: Our responses will be timely and supportive, while remaining appropriate to the level of risk and the preferences of the affected community.

By adhering to these principles, we aim to not only address the immediate problem of rising antisemitism but also to reinforce the values of inclusion and respect that define our community.

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Strategic Objectives

The following Strategic Objectives describe the outcomes this *Strategy* aims to achieve for our community over the next two years. They reflect community feedback, our responsibilities as a local leader, and the importance of building a safe, inclusive and respectful community for Jewish residents and the broader community. Indicators are supported by measurable actions, implementation milestones and regular reporting.

Strategic Direction 1: Prevention and Education

Objective 1.1: Strengthen awareness and understanding of antisemitism, its impacts, and contemporary Jewish lived experience, while supporting greater knowledge, skills and confidence needed to prevent and address it across Council, partners, and the broader community.

Indicators:

- Council staff and partners report improved understanding of antisemitism, its local impacts and safe response approaches.
- Community understanding of Jewish identity, diversity and contemporary lived experience is maintained or strengthened.
- Community awareness of antisemitism and available reporting and support options increases.

Strategic Direction 2: Leadership and civic responsibility

Objective 2.1: Council demonstrates visible, consistent and values-based leadership through advocacy, partnerships and initiatives that strengthen community connection, inclusion and safety.

Indicators:

- Partner feedback indicates confidence in Council's leadership and responsiveness in relation to antisemitism.
- Partnerships and collaborative responses strengthen coordination between Council, community organisations and relevant agencies.
- Council advocates for policy, funding or system improvements that support local prevention, education and community safety.

Strategic Direction 3: Policy and systems

Objective 3.1: Relevant Council policies, procedures and operational systems work towards preventing, identifying and responding to antisemitism.

Indicators:

- Community members, businesses and staff understand available reporting, referral and support pathways and can access clear information about how to use them.
- Council responses to antisemitic incidents are timely, coordinated and consistent.
- Council's policies, procedures and community safety processes support welcoming and safe public spaces.

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Our role in delivering this Strategy

We will implement this *Strategy* through the full spectrum of our roles — as a **provider, partner, advocate, educator and regulator**. This approach ensures that antisemitism efforts are embedded in all facets of our activity, allowing us to use every lever at our disposal.

1. Council as a **provider** — Programs, services and infrastructure to counter antisemitism

As a service provider, our focus is on ensuring residents can access welcoming, culturally responsive services, facilities and information. This includes promoting participation in community life, supporting connection and belonging, and helping people access appropriate supports when they experience antisemitic harm.

This includes activities such as:

- supporting **visible Jewish cultural, commemorative and educational events** through grants, venues and promotion, including cross-cultural and interfaith initiatives opportunities for residents from different cultural and faith backgrounds to connect through accessible community settings, with a focus on shared values, everyday connection and local belonging.
- providing **culturally appropriate information** that helps residents, businesses and community members identify appropriate reporting pathways, understand what assistance and specialist supports are available following an antisemitic incident, including information that supports people who may face additional barriers to reporting or seeking support.
- supporting **participation in civic and cultural life** by promoting inclusive, welcoming programs and ensuring our facilities are visibly safe for Jewish residents and visitors.

This ensures our services are consistent, impact-aware and responsive to community needs, and that residents can access appropriate specialist supports where required.

2. Council as a **partner** — Collaboration and coordination

We recognise that addressing antisemitism requires strong partnerships with community organisations, police, experts and other councils. Collaboration ensures responses are informed, coordinated and effective. We will prioritise supporting and strengthening existing community-led initiatives, rather than duplicating specialist services already delivered by community organisations.

This includes activities such as:

- using the **Glen Eira Social Cohesion Taskforce** as the primary forum for sharing insights, identifying emerging issues and helping strengthen collaboration between Council and community stakeholders.
- maintaining strong partnerships with **Victoria Police, the Community Security Group (CSG)** and other relevant organisations to support coordinated responses,

information sharing and community safety initiatives.

- working with community organisations, residents, experts and other stakeholders to **develop a *Social Cohesion Strategy*** that builds on the learnings and outcomes of this Strategy, strengthens broader anti-racism efforts and supports long-term community cohesion.
- collaborating with **neighbouring south-east councils** to share data, approaches and extend education initiatives, alongside joint advocacy on antisemitism and community safety.
- engaging **academic and expert partners** to review, evaluate and strengthen our approach over time.

These partnerships strengthen local responses while aligning our actions with broader regional and statewide efforts.

3. Council as an **advocate** — Using our voice for policy change and resources

We will speak clearly against antisemitism while framing this work as complementary to broader anti-racism and social cohesion efforts, recognising that all forms of racism and hate are taken seriously. Responses and communications will be context-specific and proportionate, guided by safety considerations and the needs of affected communities.

This includes activities such as:

- advocating to **State and Commonwealth Governments** for funding and policy settings, to support local antisemitism prevention, education, and the security needs of at-risk community organisations and events.
- publicly affirming our **zero-tolerance stance on antisemitism** through consistent statements, campaigns and visible civic leadership messaging.
- **communicating outcomes of our responses** where appropriate, to demonstrate accountability and reinforce community confidence.

Visible advocacy reinforces community confidence and signals that antisemitism has no place in Glen Eira.

4. Council as an **educator** — Strengthening organisational capability and community awareness.

Our role as an educator is focused on strengthening internal capability and supporting greater awareness of antisemitism across the organisation and broader community. In partnership with specialist organisations, we will build capability, support community learning and amplify trusted educational initiatives that promote understanding, inclusion and social cohesion.

Education initiatives will be tailored to their intended audience, recognising the different roles, responsibilities and learning needs of our staff, leaders and community members. We recognise that building understanding requires more than awareness raising, it also requires empathy, respectful

dialogue and practical tools that help people respond confidently when antisemitism occurs.

For our staff and leaders, education will focus on building the knowledge, skills and confidence needed to recognise, respond to and appropriately escalate antisemitism within their roles. This includes applying relevant frameworks and guidance, understanding Jewish identity, diversity and religious practice where relevant to our services, and engaging safely, respectfully and inclusively with Jewish residents and community members.

For the broader community, learning opportunities will focus on increasing understanding of Jewish identity, diversity, contemporary lived experience and cultural contribution, while strengthening cross-cultural understanding, community connection and social cohesion. They may also support awareness of antisemitism and its local impacts, helping community members recognise harmful stereotypes, misinformation and antisemitism, and respond in ways that promote respect and inclusion.

This includes activities such as:

- partnering with specialist organisations to develop, pilot and deliver **annual antisemitism awareness and trauma-informed practice training** for Councillors, the Executive Leadership Team and priority frontline staff.
- supporting community learning opportunities on **Jewish identity, diversity, contemporary lived experience and cultural contributions** through youth, interfaith, intercultural and community settings, in partnership with expert organisations.
- Promoting shared understanding and practical application of the **International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism** across Council and with relevant partners, supported by clear, accessible examples that help identify and understand antisemitism.
- ensuring awareness and learning opportunities include **contemporary Jewish lived experience, cultural diversity**, practical response approaches and positive community contribution, and are not limited to Holocaust history alone.

5 Council as a **regulator** — Protecting public safety and amenity

While our regulatory powers are limited, they play an important role in maintaining safe public spaces and supporting appropriate responses to antisemitic behaviour. In addition to responsive measures, we will take a proactive approach to improving safety in public spaces, particularly in locations identified as higher risk.

This includes activities such as:

- continuing to ensure the **prompt removal of antisemitic graffiti or symbols** from our assets in line with existing graffiti response standards.
- identifying and responding to **safety concerns around high-risk or sensitive locations**, including improvements to lighting, visibility and passive surveillance, where appropriate.

- improving **visibility of reporting pathways** and clearly communicate what happens after a report is made, to build confidence in the system.

We will continue to work closely with Victoria Police and other authorities where incidents fall outside local government powers.

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Strategy Action Plan

The roles outlined above describe how we will act to prevent and respond to antisemitism. The *Action Plan*, published separately, sets out what will be delivered to give effect to this *Strategy*.

The *Action Plan* includes specific, time-bound actions aligned to each strategic direction, with defined responsibilities, delivery timelines and success indicators. It is structured across the two-year life of this *Strategy*, with actions sequenced across Year one and Year two to reflect priority, resourcing and readiness.

Together, the *Strategy* and *Action Plan* ensure a clear line of sight between strategic intent and on-the-ground delivery.

Monitoring and evaluation

Ongoing monitoring and evaluation will ensure that we remain effective, responsive and accountable through the *Strategy*. Because antisemitism trends can shift quickly, we will regularly review progress, assess what is working and adjust actions as needed.

Review and adaptation: The *Strategy* is designed to be flexible, allowing new actions to be added or existing ones refined as needs evolve, new evidence emerges or significant incidents occur. Planning for longer-term social cohesion efforts will commence in the second year, ensuring we maintain a clear path forward beyond 2028.

Tracking progress: Progress will be monitored through delivery of the *Action Plan* and assessed against the *Strategy's* indicators. Feedback from our Jewish residents and community partners, will remain central to understanding whether the *Strategy* is having the intended impact. Where appropriate and safe, we will consider participation and demographic information to help understand whether actions are reaching people with different experiences and needs. We will also track incidents of antisemitism using data from Victoria Police and key community organisations such as CSG and JCCV. An initial increase in reporting may indicate improved confidence in pathways and support, rather than a deterioration in underlying conditions.

Reporting: We will provide periodic updates on progress against the *Action Plan* and the *Strategy's* indicators through our existing communication and reporting mechanisms. A final report at the end of the *Strategy* will be developed to assess overall impact, identify lessons learned and inform future social cohesion and anti-racism work.

Appendix 1: Glossary

Term	Definition
Antisemitic incident	An act, behaviour or expression that targets Jewish individuals, organisations or property and is perceived as antisemitic.
Antisemitism	As defined by the International Holocaust Remembrance Alliance (IHRA), a certain perception of Jews that may be expressed as hatred towards Jews. This can include rhetoric or actions directed at Jewish people, their property, institutions or religious facilities.
Contemporary context	How antisemitism is experienced and expressed in current social, community and online environments.
IHRA working definition of antisemitism	An internationally recognised definition adopted by Australia and used by Council to support shared understanding and consistent responses. It includes examples to help identify antisemitic conduct in context.
Jewish identity	A diverse religious, cultural and ethnic identity. Jewish people may identify through faith, heritage, culture or community connection. Many Jewish people associate with Zionism which connects cultural, historical and identity-based ties to Israel as the Jewish homeland. Not all Jewish identities associate with Zionism.
Racism	Prejudice, discrimination or hostility directed at a person or group based on race, ethnicity or cultural background.
Safety (actual and perceived)	Safety includes both the level of risk in the community and how safe people feel in their everyday lives. Actual safety relates to objective factors such as reported incidents, data and physical conditions. Perceived safety relates to people's sense of security, confidence and belonging, including whether they feel comfortable participating in public life and expressing their identity.
Social cohesion	The strength of relationships and sense of belonging within a community, including trust, inclusion and participation across different groups.
Strengths-based approach	An approach that focuses on the strengths, resilience and contributions of the Jewish community, including supporting visibility, participation and positive community narratives alongside efforts to prevent and respond to antisemitism.
Trauma-informed approach	Applying a trauma-aware approach to design and deliver services and engagement in ways that prioritise safety, trust, choice and inclusion, and minimise the risk of re-traumatisation.
Upstander	A person who safely takes action to challenge or respond to racism, discrimination or harmful behaviour, rather than remaining passive.
Vilification	Public behaviour that incites hatred, serious contempt or severe ridicule against a person or group based on a protected characteristic, such as religion.

Term	Definition
Zero Tolerance	We do not accept antisemitism in any form and will take appropriate action within its role to prevent and respond to it. This includes clear communication, consistent responses to incidents and working with partners to support community safety, while recognising the limits of our authority.

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Glen Eira Antisemitism Strategy 2026–2028

Action Plan 2026-2028

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Document Control

Adopted by	
Date first adopted	
Dates amended	
Review due by	
Contact	

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ACKNOWLEDGEMENT OF TRADITIONAL OWNERS
Glen Eira City Council acknowledges the Boonwurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians and pays respect to their Elders past 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 Antisemitism Strategy 2026–2028

The *Glen Eira Antisemitism Strategy 2026–2028* provides a clear framework for preventing and responding to antisemitism at a local level. It recognises the impacts of rising antisemitism on Glen Eira's Jewish community and outlines how Council will use its roles as a provider, partner, advocate, educator and regulator to strengthen safety, inclusion and confidence. Integrated within Council's broader anti-racism and social cohesion work, the Strategy combines immediate and longer-term responses. This Action Plan should be read alongside the Strategy, which provides the broader context and strategic direction for the priorities and actions outlined below.

Strategic Directions

1. Prevention and education: This direction focuses on building understanding of antisemitism and contemporary Jewish lived experience, while building the knowledge, skills and confidence needed to prevent and address antisemitism across Council and the broader community. It supports learning and engagement opportunities in youth, interfaith and community settings and strengthens organisational capability through targeted education and training. The emphasis is on long-term prevention, not just reacting after harm occurs.

2. Leadership and civic responsibility: This direction centres on Council providing visible, consistent leadership in opposing antisemitism. It includes clear public statements, strong partnerships with community organisations and other agencies, and advocacy beyond the municipality where needed. The aim is to maintain community confidence that antisemitism is taken seriously and is addressed in line with Council's values and human rights obligations. This direction also supports opportunities for connection, understanding and participation across communities as part of strengthening social cohesion.

3. Policy and systems: This direction focuses on ensuring Council's policies, procedures and operational systems consistently prevent, identify and respond to antisemitism. This includes clear reporting and response pathways, coordinated incident responses, and policies, procedures and community safety processes that support safe and welcoming public spaces. The intent is to embed antisemitism responses into everyday Council systems rather than relying on ad hoc action.

Two Year Action Plan 2026-2028

This *Action Plan* outlines the key actions Council will deliver during the 2026–27 and 2027–28 financial years to achieve the strategic objectives of the *Glen Eira Antisemitism Strategy 2026–2028*. Delivery is subject to Council's usual planning, budget and governance processes, with Year 1 actions funded through the 2026–27 budget and Year 2 actions to be considered through future budget processes. Progress against the Action Plan will be reported to the community annually.

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Strategic Direction 1: Prevention and education

Strategic Objective and Indicators

Strategic objective	Strategic indicators
Objective 1.1: Strengthen awareness and understanding of antisemitism, its impacts, and contemporary Jewish lived experience, while supporting greater knowledge, skills and confidence needed to prevent and address it across Council, partners, and the broader community.	• Council staff and partners report improved understanding of antisemitism, its local impacts and safe response approaches. • Community understanding of Jewish identity, diversity and contemporary lived experience is maintained or strengthened. • Community awareness of antisemitism and available reporting and support options increases.

Actions to achieve the strategic objective

Action (Council role)	Delivery Timeframe
1.1 Promote shared understanding and practical application of the International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism across Council and with relevant partners, by providing clear guidance and practical examples to support consistent recognition and understanding of antisemitism. **(Educator)**	Year one
1.2 Deliver annual antisemitism awareness and trauma-informed practice training for all Councillors, Executive Leadership Team and priority frontline staff (e.g. customer service, libraries, compliance) in partnership with expert organisations. **(Educator)**	Years one and two
1.3 Promote and support community awareness and learning opportunities on antisemitism and Jewish identity through Council-supported youth, interfaith, intercultural and community settings, in partnership with expert organisations. **(Partner)**	Year two
1.4 Use the Social Cohesion Taskforce to align prevention and education initiatives, Council and community partners, to strengthen social cohesion and help prevent antisemitism. **(Partner)**	Years one and two

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Strategic Direction 2: Leadership and civic responsibility

Strategic Objective and Indicators

Strategic objective	Strategic indicators
Objective 2.1: Council demonstrates visible, consistent and value-based leadership through advocacy, partnerships and initiatives that strengthen community connection, inclusion and safety.	• Partner feedback indicates confidence in Council's leadership and responsiveness in relation to antisemitism. • Partnerships and collaborative responses strengthen coordination between Council, community organisations and relevant agencies. • Council advocates for policy, funding or system improvements that support local prevention, education and community safety.

Actions to achieve the strategic objective

Action (Council role)	Delivery Timeframe
2.1 Develop a *Social Cohesion Strategy* to build on the progress and learnings of the *Antisemitism Strategy 2026-2028* and support broader anti-racism and social cohesion efforts. **(Partner)**	Years one and two
2.2 Support visible Jewish cultural, commemorative, educational, and community events through grants, venues and promotion, including cross-cultural and interfaith initiatives and activities that build connection and understanding between communities. **(Provider)**	Years one and two
2.3 Use the Glen Eira Social Cohesion Taskforce as the primary mechanism for sharing insights, identifying emerging issues and helping strengthen collaboration between Council and community stakeholders. **(Partner)**	Years one and two
2.4 Demonstrate public leadership against antisemitism through advocacy for funding and policy settings that support prevention, education and community safety, and through clear, values-based messaging that publicly affirms Council's zero-tolerance stance on antisemitism and commitment to inclusion. **(Advocate)**	Years one and two

Strategic Direction 3: Policy and systems

Strategic Objective and Indicators

Strategic objective	Strategic indicators
Objective 3.1: Relevant Council policies, procedures and operational systems work towards preventing, identifying and responding to antisemitism.	• Community members, businesses and staff understand available reporting, referral and support pathways and can access clear information about how to use them. • Council responses to antisemitic incidents are timely, coordinated and consistent. • Council's policies, procedures and community safety processes support welcoming and safe public spaces.

Actions to achieve the strategic objective

Action (Council role)	Delivery Timeframe
3.1 Provide clear, accessible and easy-to-navigate information for residents, business owners and community members on reporting, referral and support pathways, including what happens after a report is made and the roles of different organisations involved in responding to incidents. **(Provider)**	Year one
3.2 Work with partners to respond to antisemitic incidents in a coordinated way and communicate with the community in proportion to how serious the incident is. **(Partner)**	Year one
3.3 Ensure prompt removal of antisemitic graffiti or symbols from Council-managed assets in line with existing graffiti response standards. **(Regulator)**	Years one and two
3.4 Identify and respond to community safety concerns, particularly around high-risk or sensitive locations. Responses may include improvements such as lighting, visibility, and passive surveillance, where appropriate. **(Regulator)**	Year two
3.5 Adopt the Victorian Social Inclusion Values Statement within Council's Community Grants Program and support applicants and recipients to understand and uphold its principles of inclusion, respect and opposition to discrimination. (**Regulator**)	Year one

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June 2026

A safer, inclusive Glen Eira

Antisemitism Strategy engagement report

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

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

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Executive summary

Glen Eira City Council undertook community engagement to inform the development of its **Antisemitism Strategy 2026–2028**, in response to rising local antisemitic incidents and increasing community concern. With more than 17% of residents identifying as Jewish and a significant proportion of Victoria's recorded incidents occurring within Glen Eira, the issue represents a critical local priority requiring a coordinated and evidence-based response.

How we engaged

The engagement combined multiple phases and methods to ensure a robust and inclusive process. This report provides an overview of the findings from phases one and two of the engagement process, with a primary focus on **phase three**, which involved broad community engagement on the draft Antisemitism Strategy and Action Plan.

Phase three broad community engagement included a Have Your Say survey as well in-depth interviews with multicultural residents, an orthodox Jewish woman, a targeted workshop with community house managers, email submissions and a drop-in session at Moorleigh Community Village. Engagement was promoted through e-newsletters, social media, stakeholder networks and direct outreach. This final phase of engagement generated 845 web page views, 133 survey submissions, 309 downloads of key documents and 18 in-depth community interactions. This phased approach made sure the Strategy was informed by both lived experience and broader community perspectives.

Who we heard from – broad engagement

Have Your Say survey submissions 133

86% live in Glen Eira

55% identify as Jewish

41% identify as non-Jewish

57% women 40% men 82 % aged 45 – 85+

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Engagement activities

email submissions — 2 submissions

Community workshop with community houses — 5 participants

Online interview – Orthodox Jewish woman (Rebbetzin) — 1 participant

One to one interviews with multicultural residents — 6 participants

Drop-in session at Moorleigh Community Village — 4 attendees

Total participants who provided feedback - 151

The table below provides a high-level summary of the key feedback we received from the broad community survey.

Connection to Glen Eira

- Respondents who live in Glen Eira **86%**

Awareness of antisemitism

- Respondents familiar with the term antisemitism **95%**

Support for Council action

- Respondents who believe it is important or very important for Council to take an active role in preventing and responding to antisemitism **84%**

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Top concerns about antisemitism

- People feeling unsafe expressing their Jewish identity **48%**
- Harassment or abuse in public places **41%**
- Threats to places of worship, schools or community buildings **39%**
- Normalisation of prejudice and community tension **38%**
- Damage to property, graffiti, hate symbols **35%**

Comfort in discussing antisemitism

- Respondents who felt very comfortable or comfortable discussing antisemitism **80%**

Support for direction of Strategy

- Percentage of respondents who strongly support or support the direction of the draft Antisemitism Strategy **76%**
- Percentage of respondents who mostly do not support or do not support at all the direction of the draft Antisemitism Strategy **17%**

Support for prevention and education

- Respondents who believe the focus area of prevention and education reflects Council priorities very well or somewhat well **80%**

Support for leadership and civic responsibility

- Respondents who believe the focus area of leadership and civic responsibility reflects Council priorities very well or somewhat well **77%**

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Support for policy and systems

- Respondents who believe the focus area of policy and systems reflects Council priorities very well or somewhat well **74%**

What we heard

The engagement findings demonstrate broad recognition that antisemitism is a significant issue affecting Glen Eira and that Council has an important role to play in supporting safety, inclusion and social cohesion. Across all engagement activities, participants consistently expressed concern about the impact of antisemitism on individuals, families and community life, particularly the effects on Jewish identity, visibility, safety and belonging. Many participants described antisemitism as having both immediate impacts on personal safety and longer-term implications for community cohesion and participation.

There is strong support for Council taking an active role in preventing and responding to antisemitism, with 84 per cent of survey respondents identifying this role as important or very important. Support for the overall direction of the draft Strategy was also high, with **76 per cent** of respondents supporting or strongly supporting the proposed approach. Participants broadly supported the Strategy's three focus areas and recognised the importance of a coordinated approach that combines prevention, education, leadership, partnerships and practical action.

Education emerged as the most consistent theme across all phases of engagement. Participants viewed education as the most effective long-term mechanism for preventing antisemitism, building understanding and reducing prejudice. There was a strong call for initiatives that extend beyond Council and reach schools, young people, service providers, community organisations and the broader community. Participants also emphasised the importance of showcasing Jewish life, culture, diversity and contribution as part of education efforts, rather than focusing solely on antisemitism and harm.

The findings also highlight a strong expectation **that Council's response be practical, visible and action oriented**. Community members consistently sought clearer actions, measurable outcomes, visible leadership, improved reporting pathways and stronger incident response mechanisms. Safety and security emerged as recurring themes, particularly among Jewish respondents and targeted stakeholder groups, who emphasised the importance of visible support, accountability and confidence that actions will be implemented and monitored.

At the same time, engagement identified several areas requiring careful consideration. A proportion of participants questioned whether antisemitism should be addressed through a standalone strategy or within a broader anti-racism framework, while others raised

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concerns about the distinction between antisemitism, criticism of Israel and the application of the IHRA definition. These views were reflected throughout survey responses, workshops, interviews and written submissions. Although perspectives differed, the feedback highlighted a common desire for clarity, transparency and respectful dialogue when addressing complex and sensitive issues.

Key differences between Jewish and non-Jewish respondents.

While Jewish and non-Jewish respondents often viewed antisemitism through different lenses, the findings demonstrate substantial alignment across both groups. Jewish respondents were generally more focused on lived experience, personal safety, Jewish identity and the impacts on community institutions, while non-Jewish respondents were more likely to emphasise social cohesion, community relationships and broader inclusion outcomes.

Despite these differences, both cohorts expressed strong support for Council taking action, broadly supported the draft Strategy and identified education, partnerships and practical action as key priorities. The findings suggest differences in emphasis rather than overall direction, with both groups recognising the importance of addressing antisemitism while fostering a safe, inclusive and cohesive community.

Key messages received from additional targeted engagement activities

Targeted engagement activities, including multicultural community interviews, consultation with an Orthodox woman, the Community House workshop and the Moorleigh Community Village drop-in session, provide valuable context to the survey findings and highlighted several consistent messages across diverse groups.

A strong theme across all activities was the importance of education, awareness and community connection as the foundation for preventing antisemitism and strengthening social cohesion. Participants identified a need for greater understanding of Jewish experiences, culture and contemporary forms of antisemitism, alongside opportunities for meaningful interaction between Jewish and non-Jewish community members. Education was consistently viewed as the most effective long-term mechanism for building understanding and reducing prejudice.

Consultation with an Orthodox woman, in particular, highlighted experiences of fear, reduced visibility and self-protective behaviours among some Jewish residents, while multicultural participants recognised the importance of ensuring Jewish residents feel safe, welcomed and supported within the broader community.

Participants consistently identified opportunities to strengthen social cohesion and intercultural connection. Multicultural residents, the Orthodox woman, Community House managers and community members participating in the drop-in session highlighted the value

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of initiatives that bring diverse communities together, foster respectful dialogue and build relationships across cultural, faith and community groups. Many participants emphasised the importance of ensuring responses to antisemitism contribute to broader inclusion, respect and community harmony.

A recurring message was the need for practical guidance and tools to help organisations navigate complex situations where issues of antisemitism, community tensions and political expression intersect.

While perspectives differed on whether antisemitism should be addressed through a standalone strategy or within a broader anti-racism framework, there was broad agreement that Council has an important role in supporting safety, education, community connection and inclusion. In general, the targeted engagement reinforced the need for a response that is practical, culturally informed, gender informed, community-led and focused on strengthening both Jewish wellbeing and broader social cohesion across Glen Eira.

Overall, the engagement demonstrates strong community interest in ensuring Glen Eira remains a safe, inclusive and cohesive municipality. While respondents differed on some aspects of the draft Strategy, there was broad agreement that antisemitism should be addressed through a combination of education, community partnership, practical support, leadership and accountability. The findings reinforce the importance of a Strategy that is grounded in lived experience, responsive to community concerns and focused on delivering tangible outcomes that improve safety, strengthen inclusion and foster community connection.

The engagement findings have directly informed refinement of the Antisemitism Strategy and Action Plan. Together, the results will help to inform a practical, community-informed response that supports Jewish residents, strengthens social cohesion and helps ensure Glen Eira remains a safe and welcoming place for all.

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Background

Glen Eira is proud to be home to Victoria's largest Jewish population. More than 17 per cent of our residents — approximately 25,000 people — identify as Jewish, making this community an integral part of the City's identity and cultural life.

Since late 2023, antisemitic incidents have risen sharply across Victoria. In 2025, 564 incidents were recorded, the highest on record, with 240 incidents (43 per cent) occurring in Glen Eira. This highlights that antisemitism is a significant local issue and reinforces the need to strengthen efforts to support a safe, inclusive and cohesive community.

The diversity of our community shapes who we are as a City, and supporting a safe and inclusive community has long been a priority for Council. In response to increasing community concern and the rise in local incidents, Council committed in late 2025 to developing a stand-alone Glen Eira Antisemitism Strategy 2026–2028 as a targeted, time-bound approach. This reflects Council's responsibility to uphold community safety, inclusion and social cohesion for all residents.

The draft Strategy has been developed as an evidence-based, community-led response, with clear actions to prevent and respond to antisemitism, strengthen community safety, and foster social cohesion. It also complements Council's broader work to address racism and discrimination, while laying the groundwork for future, municipality-wide social cohesion and anti-racism initiatives.

To inform this work, Council partnered with Monash University to undertake an academic review of effective local interventions. This was complemented by early, targeted engagement with the Jewish community, including discussions with community leaders, residents with lived experience of antisemitism, safety networks, the Social Cohesion Taskforce and other key stakeholders. Council also convened a Victorian Local Government Forum on Antisemitism and Social Cohesion. This initial phase of engagement helped identify and reaffirm local concerns, priorities and opportunities to inform the first draft of the Strategy. By combining academic research with community insight, Council developed a responsive and evidence-based Strategy.

A second phase of engagement was then undertaken to further explore lived experience and test the draft Strategy and proposed actions. This ensured the response is practical and aligned with Council's role in improving community safety. This phase included five targeted workshops: two with Jewish community organisations and schools, two with progressive and Orthodox faith leaders, and one with youth movements. Feedback from this process was used to refine and strengthen the draft Strategy and Action Plan ahead of broader community engagement.

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This report outlines the data and feedback gathered through the third phase of engagement, broad community engagement on the draft Antisemitism Strategy with the wider Glen Eira community.

Communication activities

This engagement project, was promoted through e-newsletters, stakeholder email, and promotion through social media. The following table details the reach of promotion

Communication activities	Reach
Have Your Say engagement page Live with the survey avaiable	Views: **845** Document downloads **309** Submissions: **133**
Social media: Facebook and Instagram Glen Eira City Council Facebook and Instagram accounts concluded the campaign with 2 posts, including 1 post, 1 story.	**Post** Views: **2,156** Reach: **1,228** Interactions: **15** Link clicks: **5** **Story** Views: **463** Reach: **377** Interactions: **2** Link clicks: **6**
Community engagement e-newsletter 7 June edition 25 June – Last opportunity to give feedback	Recipients: **4,471** Opened: **49.3%** Link clicks: **3.2%** Click throughs to engagement: **139** Recipients: **4,440** Opened: **46.2%** Link clicks: **1.7%** Click throughs to engagement: **74**
Community organisations network e-newsletter June edition	Recipients: **611** Opened: **320** Link clicks: **0** Click throughs to engagement: **0**
Targeted promotion	Emails: **170** Drop-in session at Moorleigh Community Village
Screen promotion On display throughout the engagement period	Glen Eira Leisure Libraries

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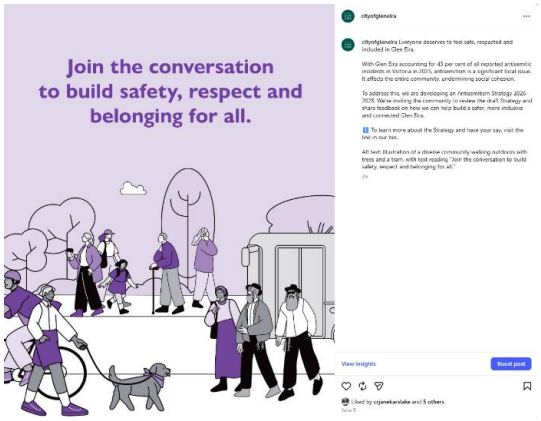
Communication activities	Reach
Website — news item and webpage Website news item on 9 June	Page views: **108**



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Engaging the community

Summary of phases one and two

Phase one engagement

Phase one engagement occurred between February and March 2026. It included an academic review by Monash University to inform the development of the Strategy, alongside targeted engagement with key stakeholder groups through the activities outlined below.

Engagement with	Date	Process	Participation
Community Voice members	24 February to 15 March 2026	Have Your Say survey	**147** survey responses
Social Cohesion Taskforce	12 February 2026	Topic conversation in meeting	**7** participants
Community Safety Committee	25 February 2026	Topic conversation in meeting	**3** participants
Community Safety, Cohesion, Health and Wellbeing Advisory Committee	25 February 2026	Topic conversation in meeting	**10** participants
Victorian Local Government Antisemitism and Social Cohesion Forum	26 February2026	Dedicated Forum on the topic	**64** participants

Engagement during this phase sought to gather guidance on the approach to developing the Strategy, identify key issues and risks, and understand how best to frame the response.

Feedback gathered through these engagement activities highlighted several consistent themes that informed the development of the first draft of the Strategy. The themes below reflect the key priorities, risks and expectations identified by participants, and were used to shape the direction, focus and actions of the initial drafting of the Strategy.

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Theme	Summary of feedback	Main source of feedback
Community safety is a priority	Strong concern about the safety of Jewish people in public spaces and community settings, including synagogues, schools and events	• Community Voice Survey • Victorian Local Government Forum on Antisemitism and Social Cohesion
Antisemitism is persistent and evolving	Antisemitism described as longstanding and adaptive, influenced by broader national and global events, and requiring sustained, coordinated local responses rather than one-off initiatives	• Victorian Local Government Forum • Social Cohesion Taskforce
A need for shared definition and clarity	Stakeholders highlighted the importance of a shared understanding of antisemitism to guide consistent communication, decision-making and action	• Victorian Local Government Forum • Community Safety, Cohesion, Health and Wellbeing Advisory Committee • Community Safety committee
Education and prevention	Education was consistently identified as critical to long-term behaviour change, including countering misinformation, building critical thinking and supporting upstander behaviour	• Victorian Local Government Forum • Community Voice Survey • Research-informed discussions
Council leadership and visibility	Strong expectation that Council will demonstrate visible leadership, solidarity and values-based action, while also being transparent about its role and limitations	• Victorian Local Government Forum • Social Cohesion Taskforce • Community Safety, Cohesion, Health and

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		Wellbeing Advisory Committee • Community Safety committee
Locally tailored, place-based responses	Feedback emphasised that "one-size-fits-all" approaches are ineffective and that responses should reflect local context, relationships and lived experience	• Social Cohesion Taskforce • Victorian Local Government Forum
Culturally safe and trauma-informed engagement	Engagement on antisemitism was described as sensitive and emotionally charged, requiring care to avoid re traumatisation or unintended harm	• Social Cohesion Taskforce • Community Safety, Cohesion, Health and Wellbeing Advisory Committee
Risk of division and politicisation	Some participants expressed concern that the Strategy could unintentionally heighten community division or be interpreted through geopolitical lenses	• Community Voice Survey • Social Cohesion Taskforce
Clarity on action and accountability	Requests for clearer visibility of what Council would deliver and how progress would be monitored	• Community Voice Survey • Social Cohesion Taskforce • Community Safety, Cohesion, Health and Wellbeing Advisory Committee
Support for Council involvement and role clarity	Most participants supported Council taking an active role, particularly in safety, education and partnerships, while recognising the limits to Council influence	• Community Voice Survey • Community Safety, Cohesion, Health and Wellbeing Advisory Committee • Community Safety Committee

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These themes provided a clear foundation for helping produce the initial draft Strategy. The draft Strategy was then put through further testing and refinement through engagement with specific cohorts within the Jewish community during phase two engagement.

Phase two engagement

Phase two engagement was undertaken in May 2026 and focused on testing and refining the draft Strategy key cohorts within the Jewish community. Building on insights from Phase one, this stage sought detailed feedback on the Strategy's clarity, strategic directions, vision and proposed actions.

This phase was delivered in collaboration with Polaron Connect, a community-led multicultural communications, engagement and research service provider. The engagement was designed to gather feedback from Jewish people and Jewish organisations with direct lived experience, community leadership responsibilities, education expertise, cultural, faith and welfare leaders, and a youth perspective.

Engagement included targeted workshops and one-to-one stakeholder discussions with participants. Across the workshops participants included representatives from Jewish community organisations, schools, welfare services, art and cultural institutions, professional associations, synagogues, youth movements, scouting groups, student unions and community leadership bodies.

Engagement was facilitated using a culturally safe and trauma-informed approach. Feedback was reported thematically and, where applicable, under Chatham House Rules to support open discussion.

Phase two engagement activities

Engagement activity	Date	Format	Participation / cohort
Secular Jewish faith leaders' workshop	6 May 2026	In-person workshop – Caulfield Cup Room, Glen Eira City Council	Four faith leaders, including representatives from the Rabbinical Council of Victoria and progressive synagogues
Community organisations and	12 May 2026	In-person workshop – Caulfield Park	Representatives from six Jewish community organisations and schools, including peak

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schools' workshop (1)		Pavilion, Community Room	bodies, welfare services, education providers, a Holocaust remembrance institution and a Jewish day school.
Community organisations and schools' workshop (2)	14 May 2026	Online workshop via Zoom	Five representatives from five Jewish community organisations, spanning cultural institutions, professional associations, education providers, including two Jewish schools.
Youth community workshop	17 May 2026	In-person workshop – Caulfield Cup Room, Glen Eira City Council	Thirteen young people representing ten Jewish youth organisations, spanning Zionist youth movements, scouting, student unions and community leadership bodies, with participants ranging from year 6 students to university-age leaders.
Faith leaders' workshop (orthodox faith leaders)	18 May 2026	Online workshop via Zoom	Two leaders representing two synagogues.
Targeted stakeholder meeting – Centre of Jewish Artists (COJA)	21 May 2026	One-to-one engagement discussion	CEO of the Centre of Jewish Artists (COJA), representing Jewish artists.

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Engagement approach

The engagement approach supported meaningful participation and feedback from diverse perspectives, including lived experience, organisational expertise and community voices.

The workshops invited participants to:

- Review and provide feedback on the draft Strategy's vision, and guiding principles
- Assess proposed actions across Council's roles (regulator, provider, partner, advocate and educator)
- Identify gaps, risks or unintended consequences
- Advise how Council can best support safety, inclusion and social cohesion across the community.

Feedback gathered through this phase was purposeful in helping refine and strengthen the outcomes of the Strategy to prepare for broader community engagement.

Summary of feedback

Overall, participants welcomed Council's decision to develop a stand-alone Antisemitism Strategy and recognised the significance of Glen Eira taking a leadership role in this area. Several workshop groups described Council's initiative as important, timely and, in some cases, a potential model for other councils.

At the same time, feedback was clear that the Strategy needs to move beyond strong intent and into practical, visible and measurable action. Across several cohorts, participants asked what the proposed actions would mean in tangible terms, what the community would see change, how Council would respond when incidents occur, and how progress would be measured.

A consistent message across all the workshops was that antisemitism is having a direct and escalating impact on Jewish community life in Glen Eira. Participants described heightened fear, withdrawal from public Jewish life, increased security requirements, reduced participation in events, impacts on young people, and the normalisation of antisemitic hostility in everyday settings.

Participants also emphasised that the Strategy could be enhanced by recognising Jewish life in its fullness — not only through the lens of harm, safety and victimisation. Across youth, faith leader, and community organisation workshops, participants recommended that education and public-facing communications include positive representation of Jewish life, culture, contribution, diversity and belonging in Glen Eira.

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Key themes from phase two engagement

Theme	Summary of feedback
Safety and security are immediate and ongoing concerns	Safety was identified as the most pressing issue across all workshops, encompassing both physical and psychological impacts. Participants described significant and growing costs associated with security measures, including guards, surveillance, event restrictions and operational changes. These pressures are affecting the viability of community programs, reducing participation and placing a disproportionate financial burden on Jewish organisations who carry the financial, operational and emotional responsibility of protecting themselves from antisemitism. In some cases, activities have been scaled back or cancelled due to security requirements. This theme was consistently repeated. Examples include: • A welfare organisation is required to spend $1.8 million per year on security. • In the arts sector, the impact has led to Jewish artists being excluded, losing employment opportunities, having reduced income, and socially withdrawing. • A long-standing youth art competition was cancelled because of cost and venue restrictions associated with security. Youth participants identified that public events are now experienced as security risks and that visible expressions of Jewish identity can attract hostility. Feedback requested that the Strategy should clearly articulate Council's role in supporting safer public spaces, advocating for external security funding, reviewing relevant Council policies, and ensuring safety measures to support Jewish community life.
Education must be a core part of the Strategy	Education was strongly supported across all cohorts as a key mechanism for long-term change. However, participants emphasised that education must extend beyond internal Council training and reach schools, young people and the broader community. There was also a clear preference for education that is:

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	• Delivered by credible providers with strong community connection • Co-designed with the Jewish community • Repeated and embedded, rather than delivered as one-off initiatives • Linked to real-world engagement, including intercultural and interfaith interactions Participants also emphasised the importance of balancing education about antisemitism with a strength based inclusive approach sharing knowledge about Jewish life, culture and contribution to counter negative stereotypes.
Contemporary forms of antisemitism need to be clearly acknowledged, such as Israel-related antisemitism	Across multiple cohorts, participants raised the need for the Strategy to reflect how antisemitism is currently experienced, including where it intersects with perceptions of Israel and Jewish identity. Participants reported that much of the antisemitism experienced today is framed through hostility to Israel with Jewish people often targeted, stereotyped or held collectively responsible because of perceived association with Israel and the actions of the Israeli government. Participants emphasised the importance of recognising how antisemitism can manifest in everyday interactions, including stereotyping, exclusion and attribution of collective responsibility. Several workshops referred to the IHRA definition, adopted by Council April 2022, as a useful guide. It can help people understand when comments about the Israeli Government are fair criticism, and when they become antisemitic or unfairly target Jewish people. Participants were consistent in advising that the Strategy will be more credible if it acknowledges these more contemporary ways antisemitism is experienced. Feedback also highlighted the importance of doing this carefully, in a way that stays within Council's remit, recognises diversity within the Jewish community, and uses clear definitions to support consistent education, communication and response.

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The Strategy needs clearer, tangible actions and measurable outcomes	A consistent theme across all workshops was the need for clearer, more tangible actions. While the intent of the Strategy was widely supported, parts of the draft were seen as too high-level or unclear. Participants asked for clearer wording and definitions, practical examples, defined responsibilities, measurable indicators and greater clarity about how actions would be implemented. Action 3.4, relating to planning and public space design, was repeatedly identified as unclear. Participants did not understand what the action would involve and recommended including concrete examples such as cameras, lighting, Crime Prevention Through Environmental Design principles, etc. Strategic indicators were also questioned, particularly references to "confidence" and the absence of more concrete measures such as response times, training completion, documented processes, incident response protocols or reductions in incidents. Youth participants were particularly direct in describing the Strategy as needing to move beyond "words on paper" and into visible, practical action.
Accountability, consequences and visible follow-through to build confidence	Across workshops confidence in the Strategy was closely tied to whether Council's commitments would be implemented and communicated visibly. Participants reinforced that trust would depend on action, accountability and follow-through. Participants in one of the faith leader workshops identified accountability as the single most important thing Council must get right, including public communication of consequences and visible follow-through when incidents occur. Youth participants described the zero-tolerance action as weak unless it includes defined consequences, enforcement mechanisms and accountability measures. Community organisation participants also recommended service-level commitments, such as formal response targets for removal of antisemitic graffiti and stickers, to make Council's response more visible and measurable. This feedback highlighted that the Strategy's credibility depends on visible implementation. It needs to show how it will respond when antisemitic incidents occur, what consequences may apply within Council's authority, and how outcomes will be shared.

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Council has an important role as a partner, provider, advocate and connector	Council's role as partner, provider, advocate and connector was strongly valued. Participants highlighted practical support through grants, venues, facilities, public space improvements, communications, policy settings and relationship-building, as well as advocacy for state and federal security funding, law enforcement responses, inter-council collaboration and broader social cohesion work. A key insight from one of the community organisations and schools' workshop was Council's unique role as a trusted, non-denominational connector that can bring communities together in ways Jewish organisations may not currently be able to do safely or effectively on their own. Young people also called for Council to be more accessible to youth-led organisations, including through a dedicated youth contact person and clearer information about grants and support. Overall, Council's value was seen as extending beyond direct service delivery to its ability to connect, advocate, fund, influence and model inclusive civic leadership. The Strategy would benefit from clearly showing how Council will work with Jewish organisations, schools, youth groups, neighbouring councils, Victoria Police, state and federal government, and broader community partners.
Balance safety with positive visibility of Jewish life, contribution and celebration	Across several workshops, participants asked that the Strategy avoid presenting Jewish people only as victims of antisemitism. They recommended that the Strategy also celebrate Jewish life, culture, contribution, diversity and belonging in Glen Eira. Faith leaders supported visible Jewish cultural, commemorative and educational events, and some described aspirations for Council-sponsored Jewish events that could be open to the whole community, similar to other cultural celebrations. However, youth participants highlighted that visibility creates risk in the current environment and suggested lower-profile forms of visibility, such as Council communications recognising Jewish holidays, visual markers on shopping strips, or Council officials attending community events rather than large public-facing events that may require significant security. Overall there was strong support for greater recognition and celebration of Jewish life, but that visibility must be approached carefully.

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What we heard from different groups

Community organisations and schools

Community organisations and schools were particularly focused on operational detail, security costs, practical implementation, avoiding duplication and strengthening existing community infrastructure. Participants from these groups raised detailed examples of cancelled programs, armed security costs, planning barriers, education provider credibility, and the need for Council to support existing specialist organisations rather than create parallel services.

This group also placed strong emphasis on measurable outcomes, clearer action wording, practical examples and implementation mechanisms. Community organisations and schools recommended the Strategy needs to be practical, operational and implementation focused. Community organisations and schools want to understand what will change, how Council will support existing services, how safety needs will be addressed, and how progress will be measured.

Faith leaders

Faith leaders provided strong feedback about fear, withdrawal from Jewish life, congregational safety, reporting pathways, Council's visible support and the need for clear public leadership. They expressed appreciation and confidence in Council's existing partnership role, while also raising gaps around the Israel–antisemitism nexus, public safety, reporting trust and practical support for visible Jewish life.

Faith leaders placed emphasis on accountability, mandatory education, security funding, visible consequences and proactive communication about Council's responses to antisemitic incidents. They recommended that Council's support be visible, practical and accountable. They see education, security, reporting confidence, and public follow-through as essential to rebuilding trust and enabling Jewish communal life to continue safely.

Young people

Young people provided some of the most direct and emotionally grounded feedback. The youth workshop described a lived experience shaped by normalised fear, self-concealment, online hostility, school and campus-based antisemitism, and frustration with institutions that make statements but do not create visible change.

Young people placed particular emphasis on Israel-related antisemitism, a need for more interfaith and intercultural programming, education reaching non-Jewish schools, consistent Holocaust education, clearer language, measurable outcomes, youth accessibility, anonymous feedback channels, and the need for Council to help facilitate real encounters between Jewish and non-Jewish young people.

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Confidence in the Strategy was low among youth participants, not because they rejected Council's intent, but because they wanted evidence that the Strategy would lead to practical change they could see and experience.

Young people said they want the Strategy to address the environments where they experience antisemitism most directly — schools, campuses, online spaces, and public spaces. They said they want practical action, clearer accountability, and opportunities for meaningful dialogue that go beyond formal education.

How Phase two feedback informed the Strategy

Feedback from phase two provided detailed guidance on how the draft Strategy could be strengthened before broader community engagement and finalisation. The feedback confirmed support for Council taking a dedicated and visible role in addressing antisemitism, while also identifying the need for clearer actions, stronger implementation detail, more measurable indicators, practical safety measures, clearer communication of Council's role, and greater recognition of Jewish life, diversity and contribution.

The workshops also identified areas where the draft Strategy needed to be more specific, including education delivery, school partnerships, public space safety, incident response, reporting pathways, security funding advocacy, social media moderation, Council's zero tolerance position, and the role of the Social Cohesion Taskforce.

Overall, phase two engagement strengthened the evidence base for the draft Strategy by grounding it in lived experience, organisational expertise, youth perspectives and faith leadership insight. It highlighted that the Strategy will be judged not only by the strength of its commitments, but by whether those commitments translate into visible, practical and accountable action that improves safety, confidence and inclusion for Glen Eira's Jewish community.

Phase three engagement: Broad engagement

Broad community engagement for the draft Antisemitism Strategy was undertaken between **7 June and 28 June 2026.** It included a survey through Council's Have Your Say platform, supported by a workshop with Community House managers, one to one interviews with six multicultural community members, one online interview with an Orthodox Jewish woman (a rabbi's wife), and a drop-in session at Moorleigh Community Village.

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The engagement focused on gathering broader community perspectives on antisemitism in Glen Eira, including community knowledge and experiences, priorities for Council action, and feedback on the draft Strategy's principles and proposed actions.

The approach aligned with the **'consult'** level of the Engagement Institute/IAP2 Public Participation Spectrum, with the objective of ensuring community members could provide informed input before the Strategy and Action Plan are finalised.

Consistent with Council's *Community Engagement Policy* and *Community Engagement Framework*, the process aimed to be inclusive, respectful and accessible whilst also being cautious due to the sensitivity of the topic and the potential for community conversations being taken beyond the local context.

Opportunities to provide feedback included a mix of online engagement and in-person activities. The main engagement tool was an online survey hosted on our Have Your Say platform which was complemented by an in-person workshop, email correspondence, a drop-in session and additional one to one interviews with local residents and community members. There was a total of **151 participants** who provided direct feedback on the draft Strategy through this engagement phase.

The engagement approach prioritised open, transparent and sensitive two-way communication, creating safe spaces for participants to ask questions, share perspectives and raise concerns.

A snapshot of the engagement activities is captured below with more detailed feedback summarised later in this report.

Engagment actiivites	Number who participated
Have Your Say community survey	Survey submissions: **133**
Email submissions	Emails: **2**
Community focus group with Glen Eira Community House managers	People: **5**
One to one intervew with an Orthodox Jewish woman Rebbetzin (a riabbi's wife)	People: **1**
Six one to one interview with multicultural residents (backgrounds – Vietnam, China, India, Greek, Philippines)	People: **6**

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Engagment actiivites	Number who participated
Community drop-in session at Moorleigh Community Village	Conversations: **4** (members from U3A Bentleigh)

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What we heard

Survey analysis

A community survey was available on Council's Have Your Say platform between **7 June and 28 June 2026** to gather broad feedback on the draft Antisemitism Strategy.

During this period, the Have Your Say page received **845 views** and recorded **309 downloads of key documents**. In total, Council received **133 survey submissions**, providing both quantitative data and qualitative insights to inform the finalisation and refinement of the draft Strategy.

The online community survey included approximately 25 questions and included four sections:

- About you (demographics): 7 questions
- Your views and understanding of antisemitism: 4 questions
- Feedback on the draft strategy: 6 questions
- Feedback on proposed actions: 8 questions (including two questions on participants interest in being kept informed of the project)

The survey included a mix of closed, multichoice and open-ended questions as well as a mix of mandatory and optional questions.

Analysis of survey responses used both quantitative and qualitative methods. Closed responses are presented through graphs and written analysis, while open-text responses have been reviewed and thematically coded to identify recurring themes, sentiments and insights.

The sections that follow present the findings by question, highlighting key results, emerging themes and areas of alignment and difference across the community.

Note: *The analysis includes insights generated using AI tools to assist with sentiment classification and theme identification. All findings have been reviewed and interpreted by Council staff to ensure accuracy and relevance.*

About you (demographics)

These questions helped us understand who we heard from.

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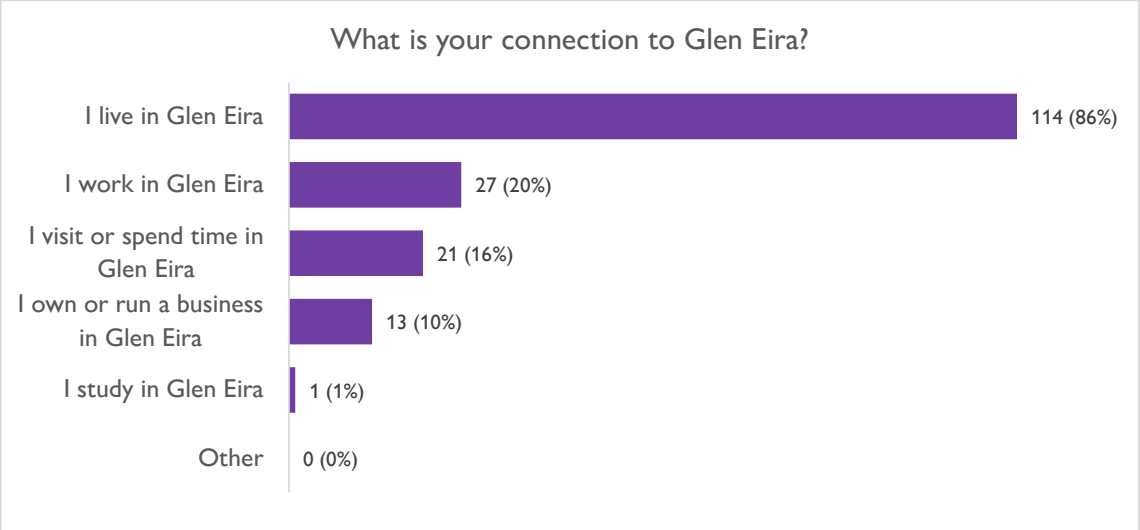
Question 1. What is your connection to Glen Eira?

This was a required question and answered by **133 respondents (100 per cent)**. Respondents could select all options that applied.

The majority of respondents, **86 per cent** indicated they live in Glen Eira (114 respondents). This was followed by **20 per cent** who work in Glen Eira (27 respondents), **16 per cent** who spend their time here (21 respondents) and **10 per cent** who own or run a business here (13 respondents).



Question 2. Do you identify as Jewish?

This was a required question and answered by **133 respondents (100 per cent)**. The dataset includes a relative balance of perspectives, with a stronger representation of Jewish respondents alongside broader community viewpoints.

Just over half of respondents – **55 per cent** identified as Jewish (73 respondents), while **41 per cent** identified as non-Jewish (55 respondents).

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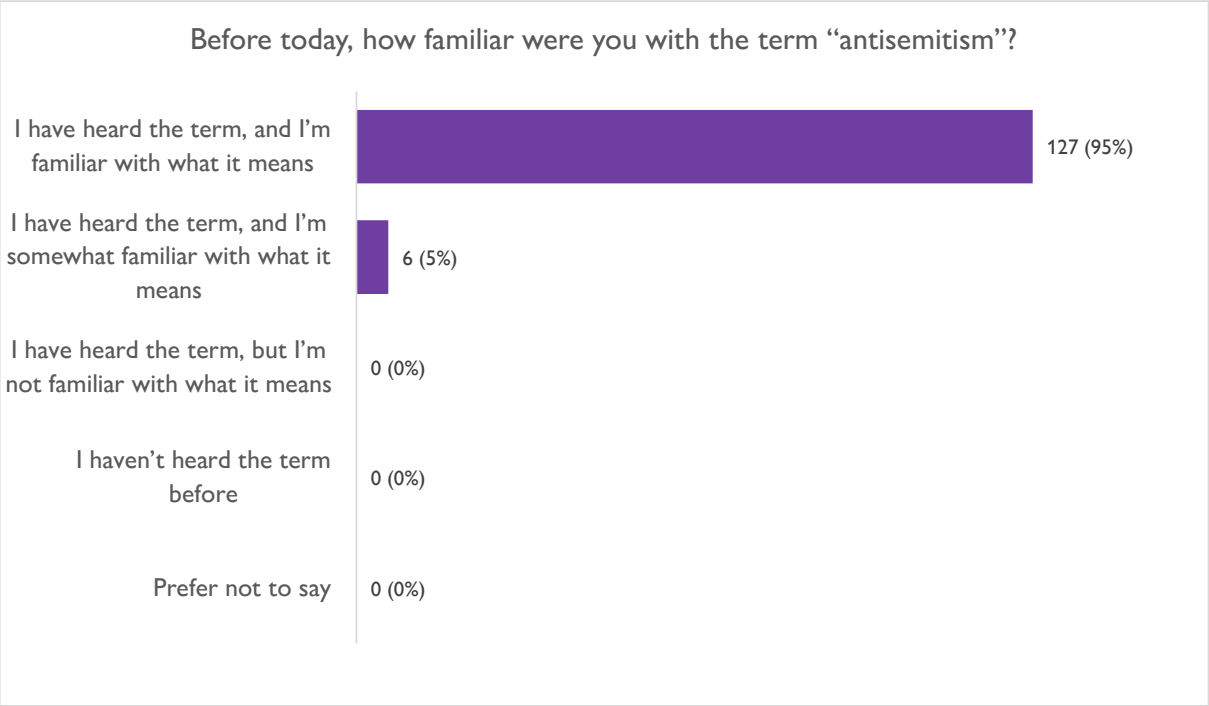
Question 3. Before today, how familiar were you with the term "antisemitism"?

This was a required question and answered by **133 respondents (100 per cent)**.

There was strong awareness of antisemitism across respondents with **95 per cent** reporting being familiar with the term (127 respondents) and **4 per cent** reporting being somewhat familiar (6 respondents).



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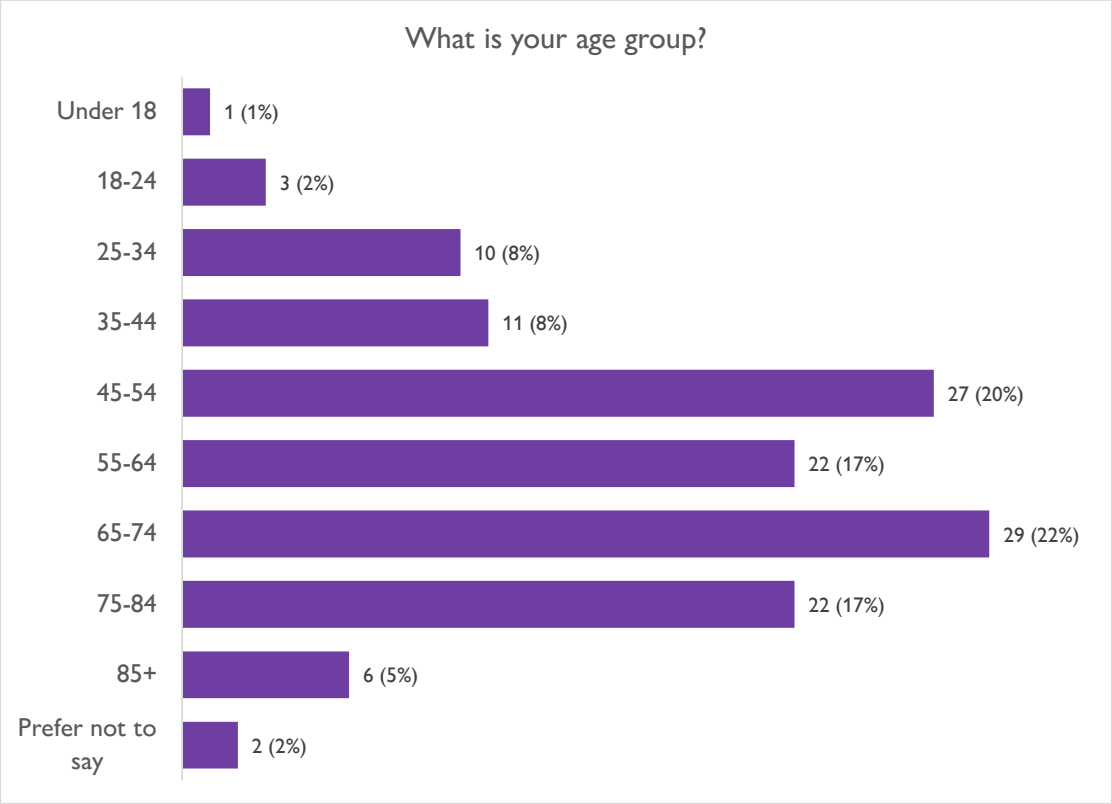
Question 4. What is your age group?

This was a required question and answered by **133 respondents (100 per cent)**.

There was representation across all age ranges, although younger age groups were significantly less represented. The largest proportion of respondents were aged 65 to 74 years, **22 per cent** (29 respondents), 45 to 54 years, **20 per cent** (27 respondents) and 55 to 64 and 75 to 84 both at **17 per cent** (22 respondents). Younger respondents made up the smallest share, with **one per cent** aged under 18 years (1 respondent) and **two per cent** aged 18 to 24 years (3 respondents).



Question 5. What is your gender?

This was a required question and answered by **133 respondents (100 per cent)**.

Most respondents identified as women, **57 per cent** (76 respondents), while **40 per cent** identified as men (54 respondents).

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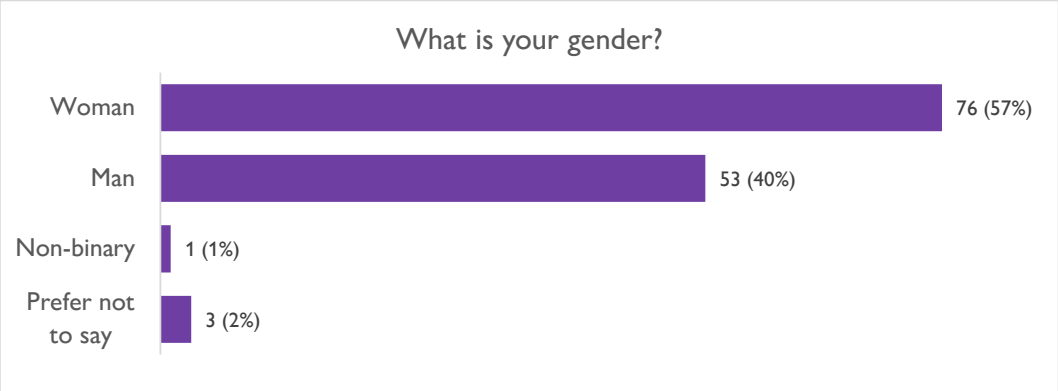

Your views on antisemitism

Question 6. When you think about antisemitism in Glen Eira, which issues concern you most?

This was an optional question and answered by **132 respondents (99 per cent)** with three multiple selections allowed.

Top concerns included:

- People feeling unsafe expressing their Jewish identity, **48 per cent** (63 respondents)
- Harassment or abuse in public places, **41 per cent** (54 respondents)
- Threats to places of worship, schools or community buildings, **39 per cent** (51 respondents)
- Normalisation of prejudice and community tension, **38 per cent** (50 respondents)
- Damage to property, graffiti or hate symbols, **35 per cent** (46 respondents)

The highest selected concerns centre on visibility of identity, personal safety, and community-level impacts.

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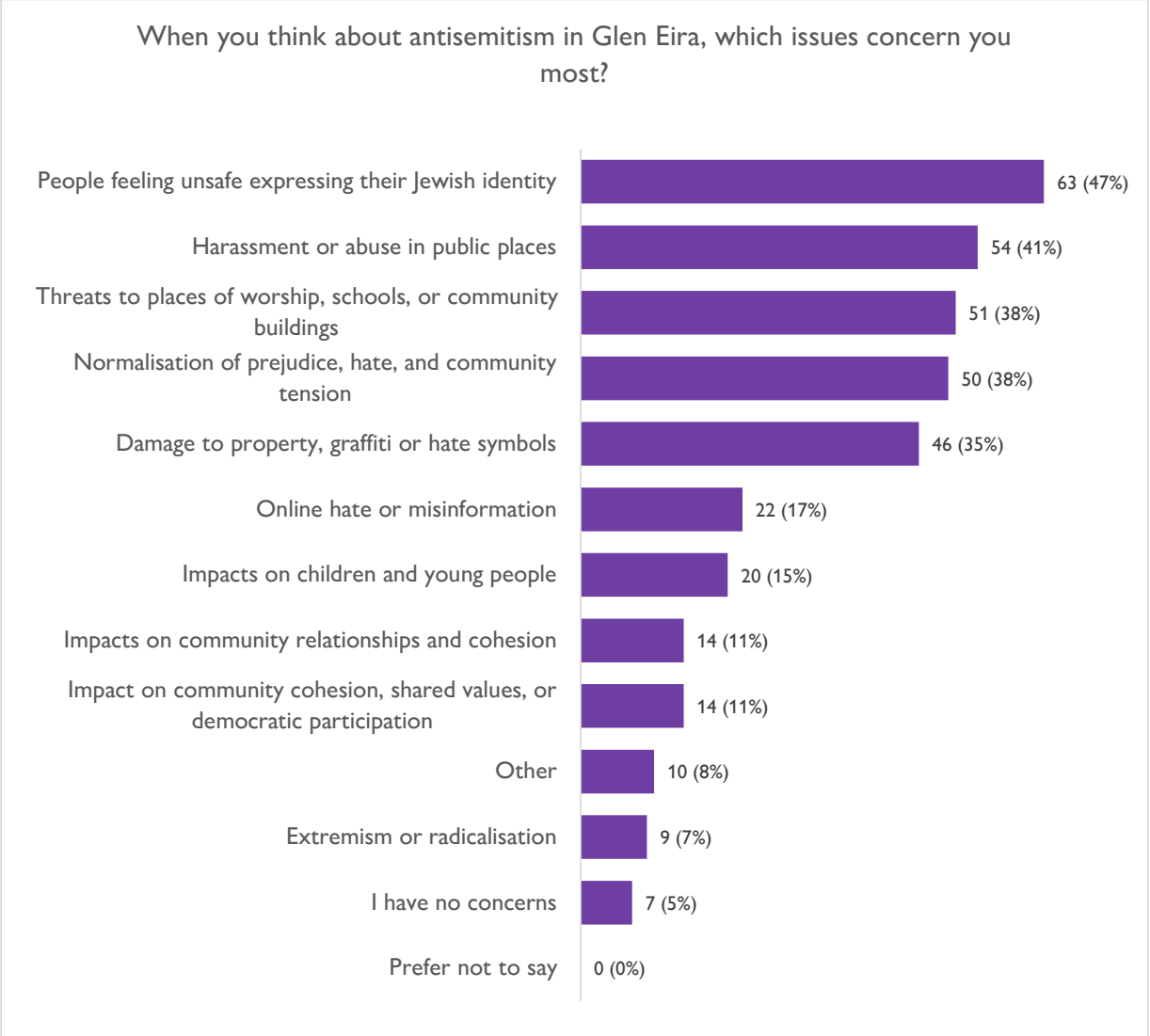

When comparing the results between Jewish and non-Jewish respondents the results show many of the same shared concerns about antisemitism in Glen Eira, with Jewish respondents consistently reporting higher levels of concern across most issues. Their primary concerns were people feeling unsafe expressing their Jewish identity, the normalisation of prejudice and hate, and threats to places of worship, schools and community buildings.

Non-Jewish respondents also identified these as key concerns but were more likely to emphasise impacts on community relationships and cohesion. Overall, the findings suggest that Jewish respondents were more concerned about the direct impacts of antisemitism on personal safety, Jewish identity and community institutions, while non-Jewish respondents

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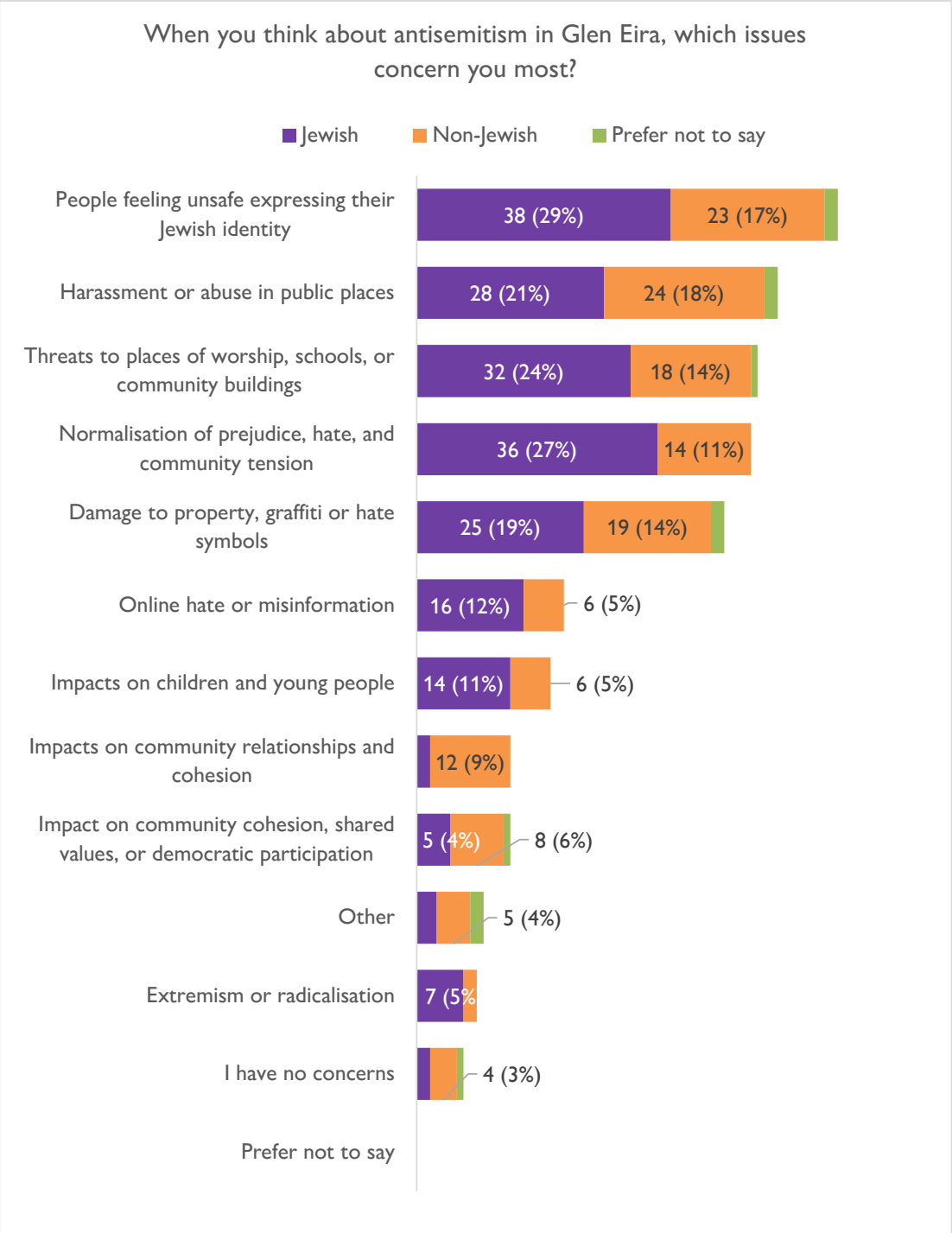
were more likely to emphasise its broader effects on community relationships and social cohesion.



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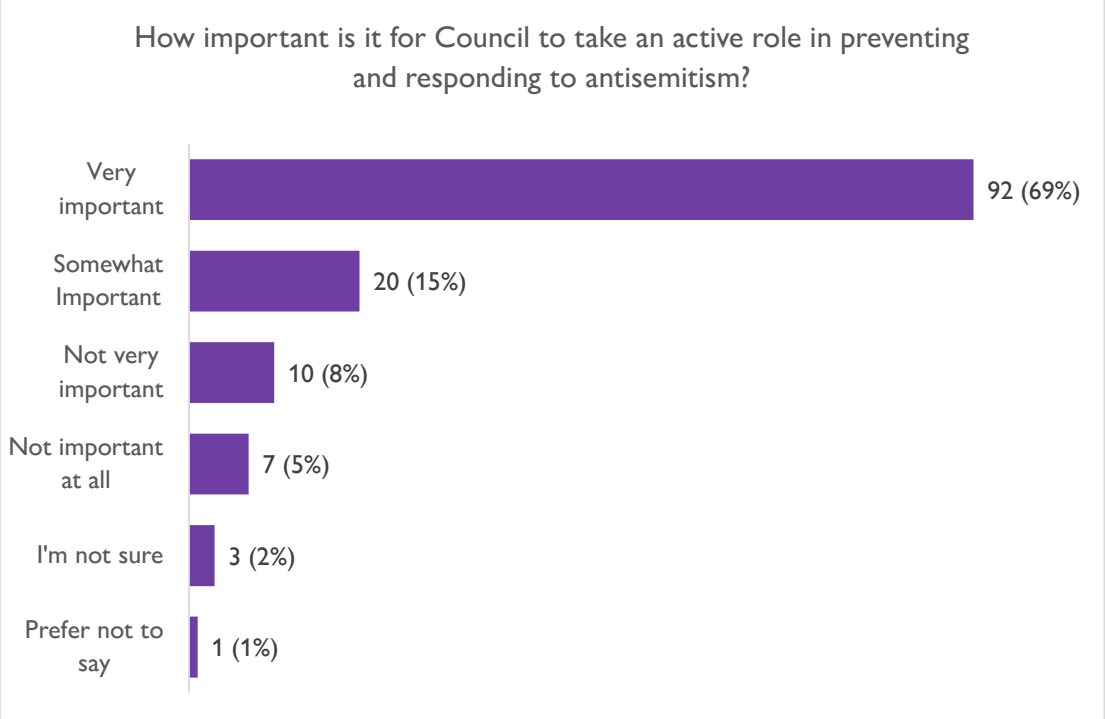
Question 7: How important is it for Council to take an active role in preventing and responding to antisemitism?

This was a required question and answered by **133 respondents (100 per cent)**.

Most respondents indicated it was important for Council to take an active role in preventing and responding to antisemitism, with **69 per cent rating** it as very important (92 respondents), **15 per cent** as somewhat important (20 respondents), and **eight per cent** as not very important at all (10 respondents).



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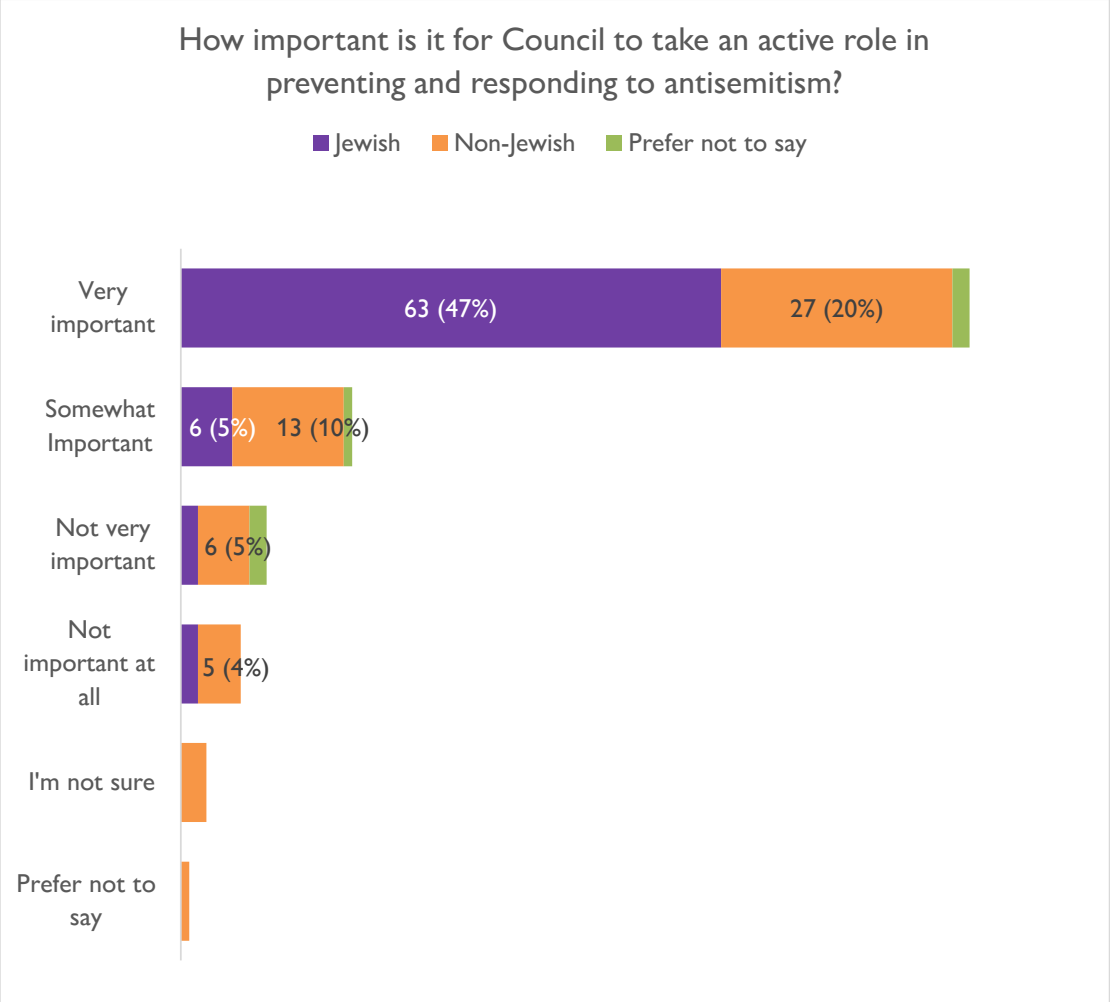
When comparing Jewish and non-Jewish respondents, the results show strong support across both for Council taking an active role in preventing and responding to antisemitism. Jewish respondents were more likely to rate Council's role as **very important**, with **47 per cent (63 Jewish respondents**) selecting this option compared with **20 per cent (27 non-Jewish respondents)**. Non-Jewish respondents were more likely than Jewish respondents to select **somewhat important** (10 per cent compared with 5 per cent). Only a small proportion of respondents from either cohort felt Council's role was not important. Overall, the findings indicate broad support for Council action on antisemitism across both groups, with Jewish respondents expressing a stronger expectation that Council should take an active leadership role.



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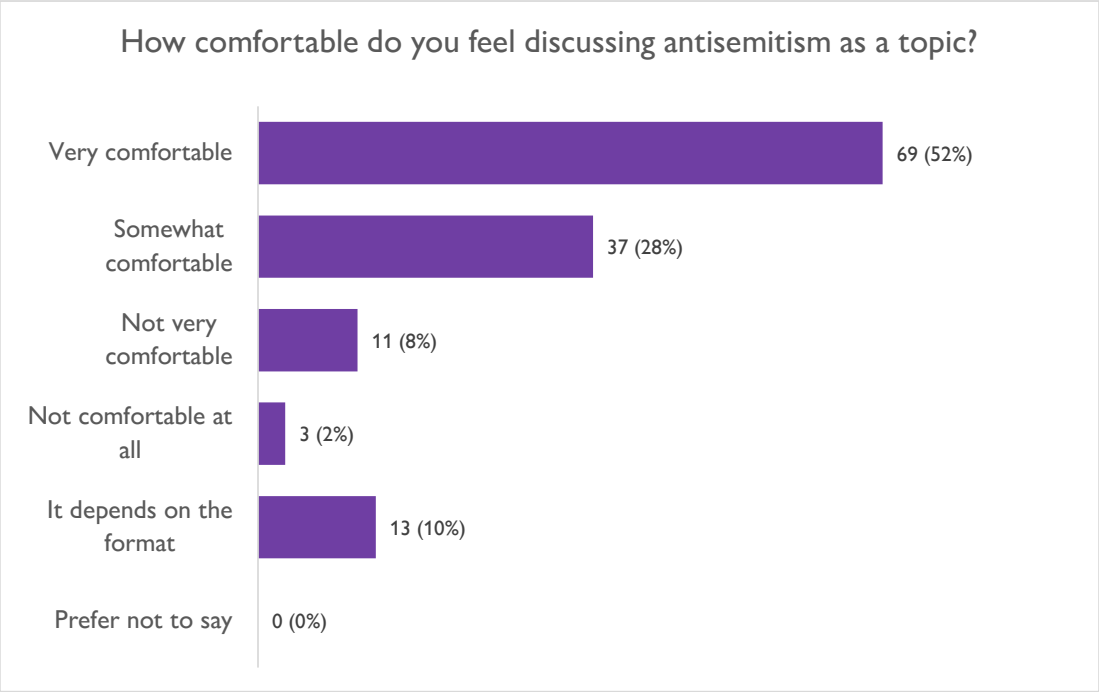
Question 8: How comfortable do you feel discussing antisemitism as a topic?

This was a required question and answered by **133 respondents (100 per cent)**.

Most respondents reported feeling comfortable discussing antisemitism, with **52 per cent** feeling very comfortable (69 respondents), **28 per cent** feeling somewhat comfortable (28 respondents), and **10 per cent** indicating discomfort or conditional comfort (13 respondents).

Although most respondents indicated they are comfortable discussing antisemitism, a notable minority reported the need for a safe and supportive context to engage in the issue.



When comparing Jewish and non-Jewish responses the findings show Jewish respondents were generally more comfortable discussing antisemitism than non-Jewish respondents. Over one-third of all participants (**37 per cent**) were Jewish respondents who felt **very comfortable** discussing the topic, compared with **14 per cent** of all participants who were non-Jewish and very comfortable.

Non-Jewish respondents were more likely to report being somewhat comfortable (**15 per cent compared with 12 per cent** of Jewish respondents) and were also more likely to indicate discomfort or that their comfort depended on the format (**6 per cent** compared with **3 per cent**).

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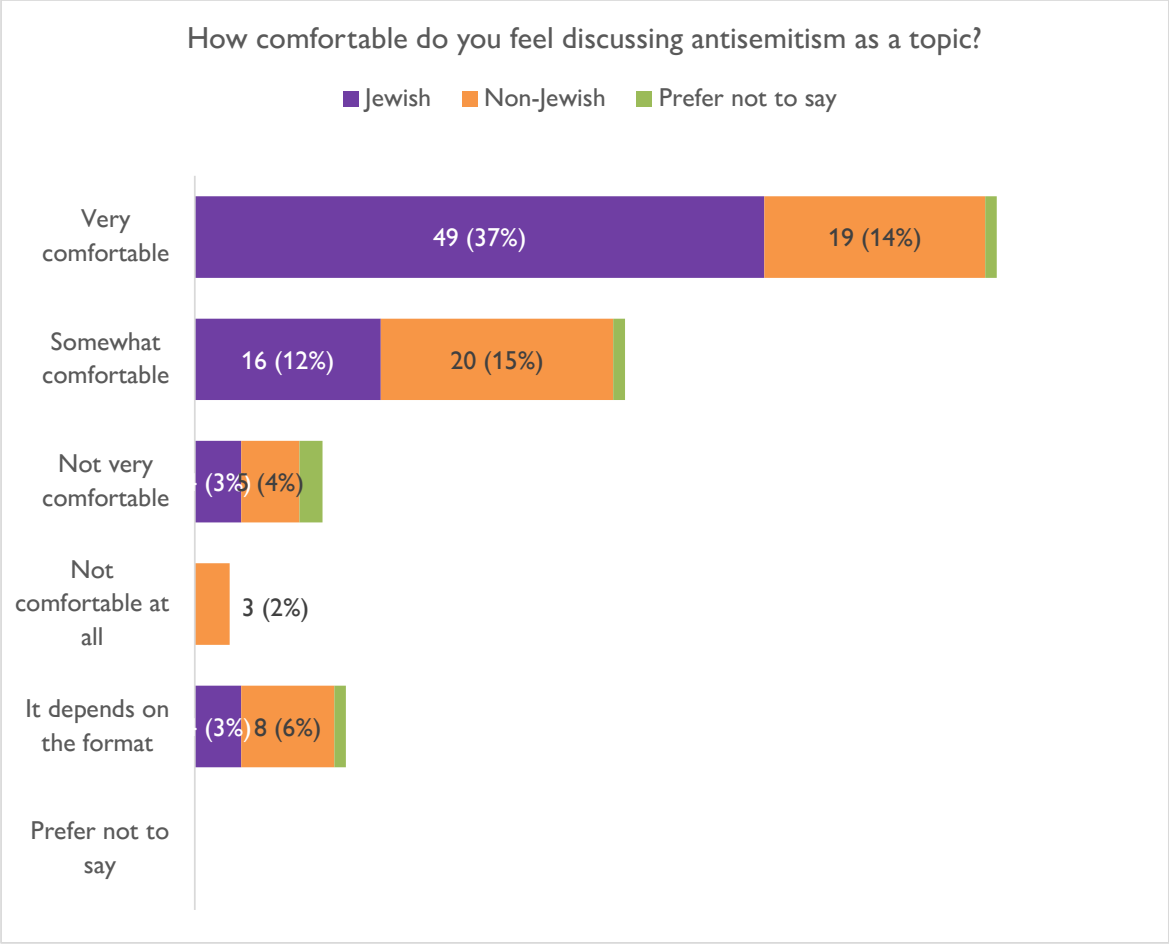
How comfortable do you feel discussing antisemitism as a topic?
Jewish
Non-Jewish
Prefer not to say
Very comfortable
49 (37%)
19 (14%)
Somewhat comfortable
16 (12%)
20 (15%)
Not very comfortable
(3%)
(4%)
Not comfortable at all
3 (2%)
It depends on the format
(3%)
8 (6%)
Prefer not to say

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Question 9: What would help you feel more comfortable talking about antisemitism?

This was an optional question and was answered by **101 respondents (75 per cent**).

Overall, responses indicate that people feel more comfortable discussing antisemitism when conversations are respectful, informed and safe, with clear boundaries between political views and antisemitism, and a broader, inclusive framing of racism and discrimination.

Key themes	Commentary	# of comments	per cent of total responses
People being open to respectful, open dialogue	Respondents emphasised the need for respectful, constructive conversations about antisemitism, highlighting the importance of active listening, empathy, open-mindedness and avoiding judgement. They stressed that discussions should remain fair, unbiased, non-adversarial and focused on understanding, even when differing views arise.	24	24%
Separate antisemitism from criticism of Israel	Respondents expressed concern that criticism of Israel, Zionism, the Israeli Government, the Israeli Defence Force (IDF)or advocacy for Palestinian rights may be incorrectly labelled as antisemitism. Some also raised concerns and objected to the IHRA definition could be applied in ways that limit or discourage legitimate discussion about Israel and Palestine.	21	21%
Denial, minimisation or hostility	Some respondents feel conversations are difficult because Jewish concerns may be met with defensiveness, abuse or dismissal. Others identified denial, minimisation and hostile reactions as key barriers to open discussion. This included concerns about antisemitism being dismissed as fake, exaggerated, deserved or not serious, as well as aggressive public or online responses,	19	19%

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	media bias, far-right hostility and the normalisation of antisemitic attitudes.		
Israel-Palestine conflict as barrier	Respondents identified the Israel-Palestine conflict as a direct source of tension or difficulty in conversations about antisemitism. References included Palestine, genocide, the actions of the Israeli Government or IDF, Zionism and anti-Zionism. Conflict-related views can derail, dominate or complicate discussion, making some people hesitant or unsure how to separate local experiences of antisemitism from international political issues.	19	19%
Need for a safe and trusted setting	Respondents highlighted the need for psychological and social safety before engaging in conversations about antisemitism. Many indicated they would be more comfortable speaking with trusted or familiar people, or in settings that felt respectful, non-hostile and low risk. Concerns included fear of abuse, judgement, racism, social consequences or professional repercussions.	18	18%
Need a broader anti-racism and balanced approach	Respondents wanted antisemitism to be addressed within a broader anti-racism and anti-discrimination framework. This included references to Islamophobia, faith-based discrimination, racism experienced by other minority groups and the importance of not prioritising one group's lived experiences over others. They suggest conversations may be more constructive when antisemitism is understood as part of a wider commitment to inclusion, equity and respect for all communities.	18	18%
Education and shared understanding	Respondents identified education and shared understanding as important enablers for better conversations about	17	17%

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	antisemitism. This included calls for clearer definitions, greater awareness of Jewish history and culture, Holocaust education, and improved public understanding of antisemitism.		
Already comfortable or not applicable	Some respondents indicated they already feel comfortable discussing antisemitism, are knowledgeable of the issue and have no hesitation speaking about it, or otherwise felt the question was not applicable to them.	15	15%
Allyship, leadership and forums	Respondents highlighted the importance of visible allyship, leadership and structured opportunities for dialogue. This included support from non-Jewish residents, Council, schools, churches, mosques, community leaders and interfaith or community forums. They suggest conversations may be strengthened when trusted leaders and institutions create platforms for Jewish and broader community voices to speak, listen and be heard.	10	10%
Action, accountability and protection	Respondents wanted conversations about antisemitism to be supported by tangible action. This included stronger accountability for antisemitic behaviour, safer public, workplace and community spaces, proactive prevention, protection for affected communities and evidence that antisemitism is being reduced. They believe dialogue alone is not enough and visible leadership, practical responses and meaningful change is needed.	9	9%
Strategy, monitoring and definitions	Respondents saw tools and frameworks as useful supports for clearer and safer conversations. This included the development of strategy, plans, monitoring, having agreed definitions, public frameworks or official reference	7	7%

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	points. They see formal structures as helping provide clarity, consistency and accountability when discussing antisemitism.		
Unsure / no specific suggestion	Some responses were unclear on what would help offering comments such as "nothing", "I don't know" or general statements that "it depends" without further detail.	4	4%
Confidentiality and anonymity	Respondents identified confidentiality and anonymity as important conditions for speaking openly. Safety, protecting identity and having assurance that their comments would not be recorded, misused, attributed to them or received with hostility were important.	3	3%

Feedback on the draft strategy

10. Having read the draft strategy, do you support the direction of the draft Antisemitism Strategy overall?

This was a required question and answered by **133 respondents (100 per cent)**.

Most respondents supported the draft Strategy, with **76 per cent** strongly supporting or supporting its direction (101 respondents), while **17 per cent** mostly did not support or did not support it at all (22 respondents), and **seven per cent** were unsure (nine respondents).

Overall support for the Strategy is high, although a proportion of respondents identify limited or no support.

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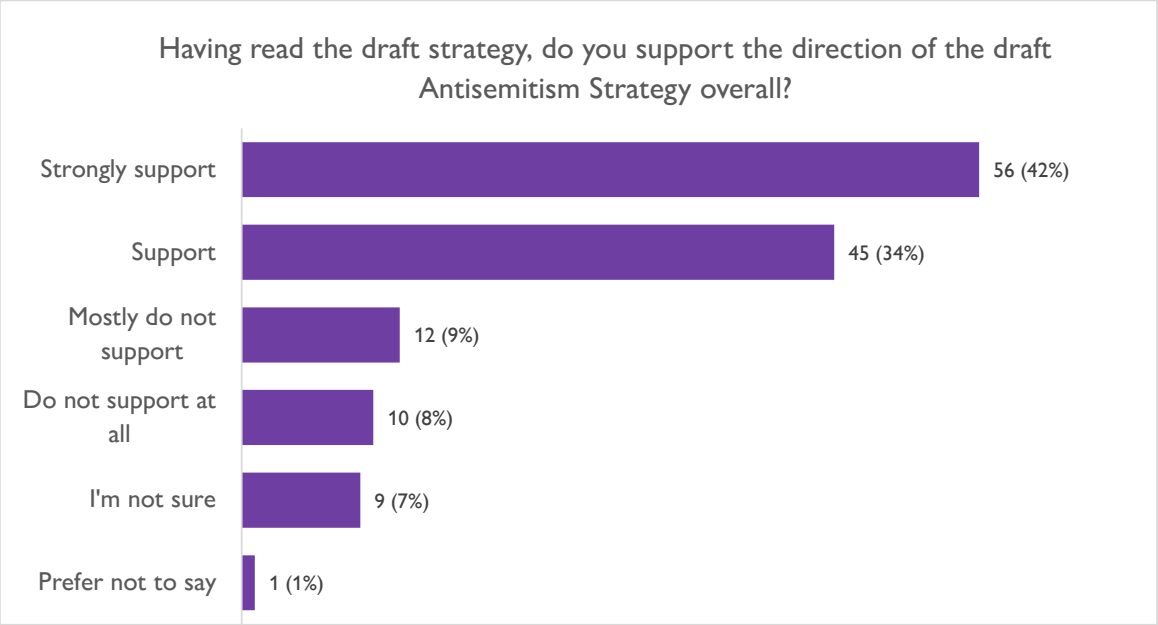
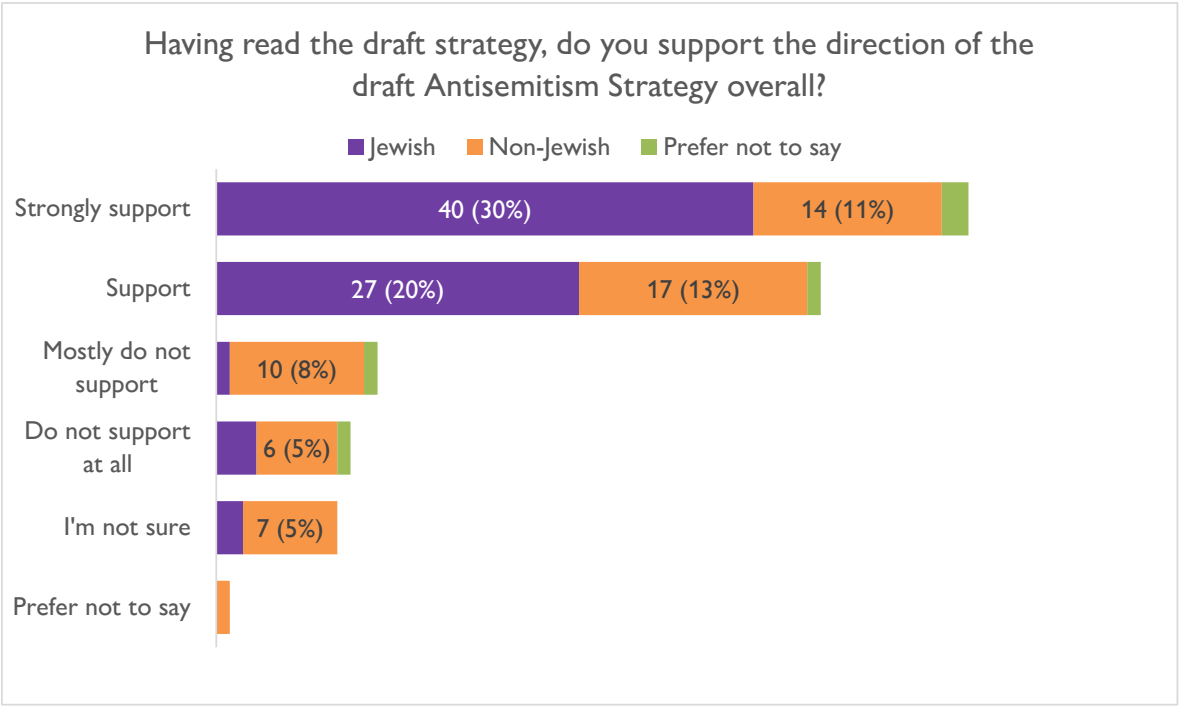


When comparing Jewish and non-Jewish responses, whilst there was strong support for the draft Antisemitism Strategy across both cohorts, Jewish respondents expressed higher levels of support. They were more likely to strongly support the strategy (**30 per cent** compared with **11 per cent** of non-Jewish respondents). In contrast, opposition to the strategy was more common among non-Jewish respondents, who were also more likely to indicate that they were unsure about the strategy's direction.



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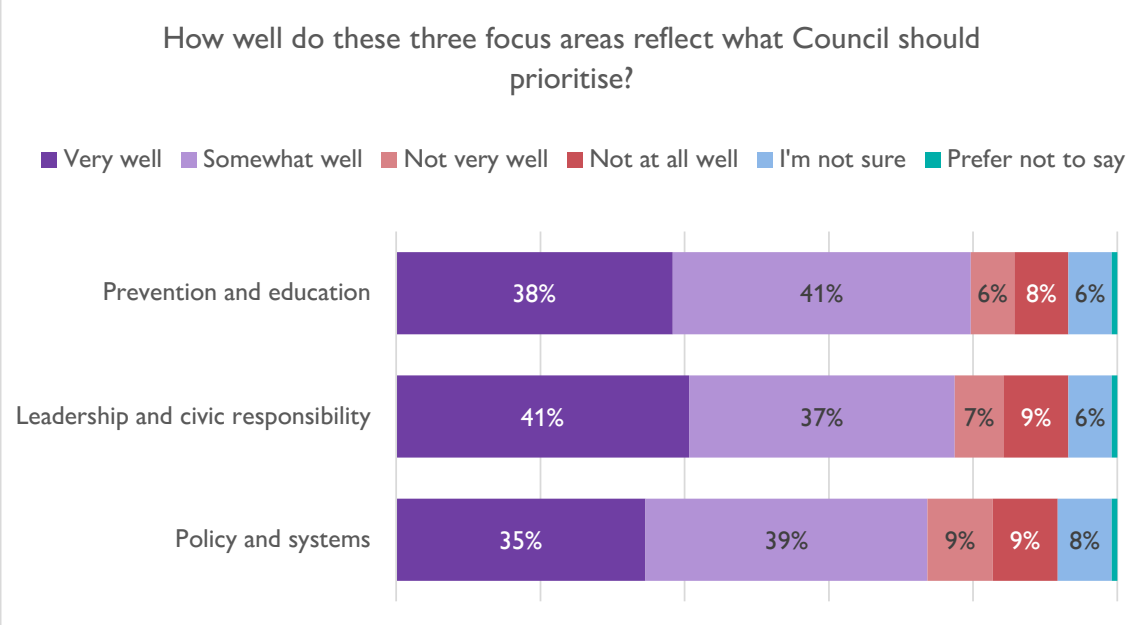
Question 11. How well do these three focus areas reflect what Council should prioritise

This was a required question and answered by **133 respondents (100 per cent)**.

Overall, respondents broadly supported the three focus areas, with a clear majority rating each area as reflecting Council's priorities **very well** or **somewhat well**.

Prevention and education received the strongest support, with **80 per cent** rating it as reflecting Council's priorities very well or somewhat well (106 respondents), followed by leadership and civic responsibility at **77 per cent** (103 respondents), and policy and systems at **74 per cent** (98 respondents).



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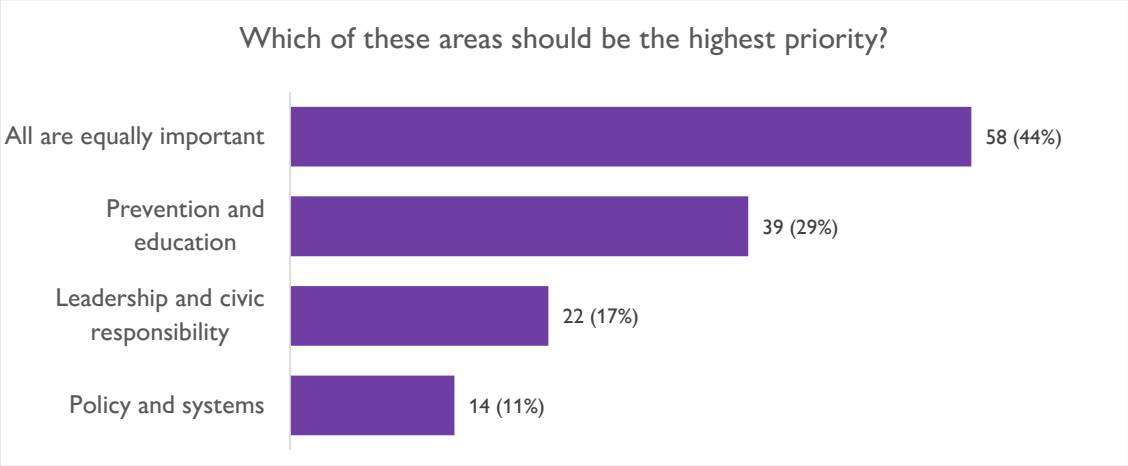
Question 12. Which of these areas should be the highest priority

This was a required question and answered by **133 respondents (100 per cent)**. Respondents could select one priority area.

'All are equally important' was the highest priority selected at **44 per cent** (58 respondents), while prevention and education was the most selected individual priority at **29 per cent** (39 respondents).



When comparing Jewish and non-Jewish cohorts, there was a similar pattern in their priorities, with the largest share in both groups indicating that **all areas are equally important**. This was selected by 34 Jewish respondents, and 22 non-Jewish respondents, **Prevention and education** was the next highest priority for both groups, selected by 22 Jewish respondents and 16 non-Jewish respondents. Responses for **leadership and civic responsibility** and **policy and systems** were also closely aligned across the two cohorts.

Overall, the findings suggest strong alignment between Jewish and non-Jewish respondents.

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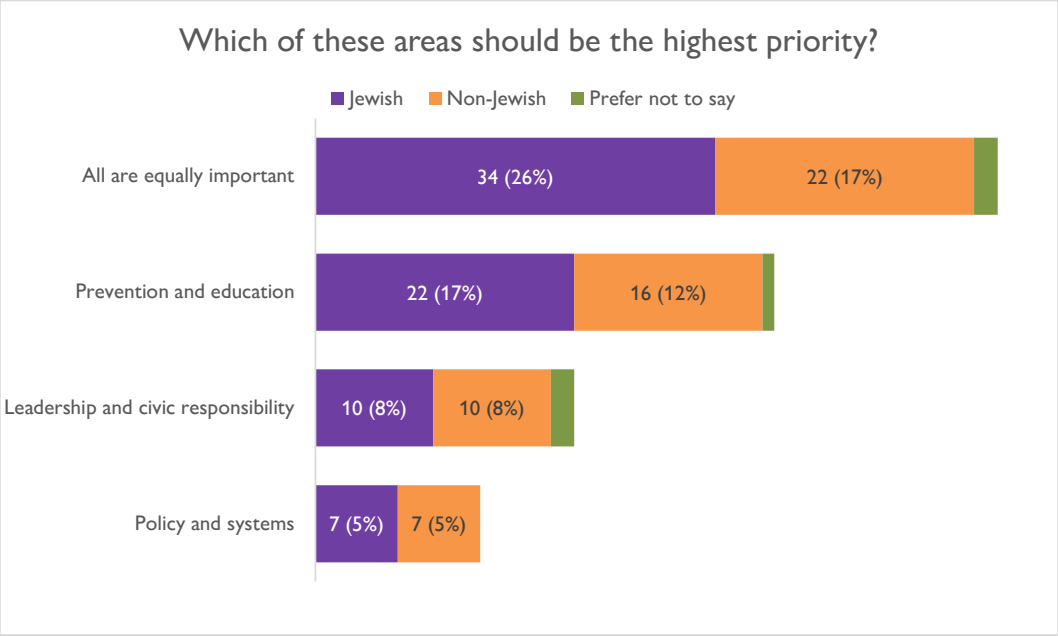

Question 13. Why did you choose this priority?

This was an optional open question and was answered by **107 respondents (80 per cent).**

Priority one: All are equally important

There were **41 comments** received from respondents who selected this priority. Key themes include:

Key themes	Commentary and explanation	# of comments	% of total responses
Need a coordinated, multi-pronged strategy	Respondents chose "all" because they saw education, leadership, policy, systems and action as mutually reinforcing. They said one area alone would not be enough for a complex issue.	31	76%
Safety and visible action matter	Some comments stressed that the combined approach must translate into urgent, practical safety improvements, accountability and protection.	8	20%
Policy and implementation needed to	Some respondents emphasised that the "all priorities" approach needs rules, systems, implementation and	8	20%

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support the whole approach	enforcement so commitments become operational.		
Broader anti-racism and inclusion lens	A subset supported all priorities but wanted the approach to include other forms of racism, religious discrimination and all communities, not only antisemitism.	6	15%
Concerns about the survey or strategy framing	Some "all priorities" responses were mainly criticising the survey, strategy premise or focus.	6	15%

Priority two: Prevention and education

There were **32 comments** received from respondents who selected this priority. Key themes include:

Key themes	Commentary and explanation	# of comments	% of total responses
Education as the main prevention tool	Most respondents said education, awareness and prevention are the clearest way to stop antisemitism before it escalates.	28	88%
Address ignorance, misinformation and prejudice drivers	Many comments explained their choice by pointing to ignorance, misinformation, stereotyping, misunderstanding or hate as root causes that education should tackle.	9	28%
Education should clarify antisemitism, Israel/Palestine and racism boundaries	A smaller group wanted education to clearly explain what antisemitism is and is not, including the difference between antisemitism, racism generally, and criticism of Israel/Palestine issues.	7	22%
Prevention preferred over reactive response	Several comments framed education as preferable because preventing incidents is better than responding after harm has occurred.	5	16%

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Key themes	Commentary and explanation	# of comments	% of total responses
Start early with young people and schools	Some respondents specifically emphasised young people, schools, teachers or generational learning as the place where prevention should begin.	4	13%

Priority three: Leadership and civic responsibility

There were **21 comments** received from respondents who selected this priority. Key themes include:

Key themes	Commentary	# of comments	% of total responses
Council and leaders must set the tone	Respondents wanted Council, government and community leaders to provide clear guidance, show courage, and model the standards expected of the community.	15	71%
Action over statements	Some respondents wanted leadership to be demonstrated through visible action and public behaviour rather than only words, surveys or statements.	5	24%
Leadership should clarify Israel/Zionism boundaries	A distinct group linked leadership to how Council should publicly handle antisemitism, Zionism, anti-Zionism, Israel criticism and IHRA definition concerns.	5	24%
Call out hate and its normalisation	Several comments focused on leaders naming antisemitism or bad behaviour, challenging normalisation of hate, and making clear it is not acceptable.	4	19%
Social cohesion and leadership for all communities	Some comments framed leadership as a responsibility to support all communities, racism, multiculturalism and cohesion rather than only one group.	4	19%

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Priority four: Policy and systems

There were **11 comments** received from respondents who selected this priority. Key themes include:

Key themes	Commentary and explanation	# of comments	% of total responses
Policy and systems are foundational	Respondents shared that clear policies, rules, systems and enforcement are needed before other work can be effective.	5	45%
Accountability and implementation	Some comments emphasised that without implementation, complaints pathways, accountability or operational processes, commitments will not change behaviour.	3	27%
Criticism of the Strategy's framing	A small group used this choice to express concern about the premise and focus of the strategy, contesting the definition of the IHRA, conflating criticism of Israel with antisemitism, creating backlash and suppressing legitimate political speech.	3	27%
Apply a broader framework	Some respondents supported this priority but wanted the strategy to sit within a broader anti-discrimination, anti-racism framework.	2	18%
Support prevention for future generations	A respondent saw policy and systems as a way to enable prevention, education and long-term protection for future generations.	1	9%

Representative quotes:

"Prevention is central to peace in Glen Eira. Education is the key to that."
Woman, 35-44 years of age, Jewish resident

"Prevention and education are important, but a focus on antisemitism should sit within a broader antidiscrimination framework. Council should take a prevention-first model of communal safety,

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including the adoption of the Australian Human Rights Commission's Anti-Racism Framework, which addresses antisemitism alongside Islamophobia and other forms of racism."
Man, 35-44 years of age, Non-Jewish resident who lives, works and owns a business in Glen Eira

"Because none of these alone would be effective. It needs prevention and education, backed up by policies and leadership."
Woman, 65-74 years of age, Jewish resident

"It is important that power structures e.g. the council government, provide strong leadership against antisemitism to make people feel safe and supported. It will also make it clear that antisemitism is not something that can be accepted in Glen Eira."
Man 35-44 years of age, non-Jewish resident

"Leaders need to stand up and call out bad behaviour. Leaders need to lead by example and stop contributing to the 'normalisation' of hate or non-inclusivity speech. Leaders need to be part of the solution and not part of the problem."
Woman, 45-54 years of age, Jewish resident

"Council has an amazing opportunity to lead the way nationally in its responses to antisemitism. Making public statements that clearly separate abhorrent racism and antisemitism from criticisms of Zionism and Israel should be council's top priority."
Man, 25-34 years of age, Prefer not to say, resident

"Council will only be effective in addressing antisemitism and other forms of racism and vilification if its policy and systems are appropriate and effective."
Man, 25-34 years of age, Non-Jewish resident

Question 14. Are there any areas the strategy should address more clearly?

This was an optional question and was answered by **85 respondents** (**64 per cent%**).

Feedback on the draft Strategy highlighted opportunities to provide greater clarity on education, safety and security, implementation, and the distinction between antisemitism and legitimate political discourse. Respondents also called for clearer actions, accountability measures and reporting, while some advocated for a broader anti-racism and social cohesion approach. Overall, responses reflected a desire for a strategy that is practical,

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transparent and clearly articulated. Overall, the feedback reflects a desire for greater clarity, practical action and transparency in how the Strategy will be implemented and monitored.

Key themes	Commentary and explanation	# of comments	% of total responses
Education and cultural understanding	Comments seeking clearer education initiatives, schools and young people focus, Holocaust/Jewish culture learning, community education, or cultural celebration.	19	23%
Criticism and rejection of the strategy	Comments rejecting the strategy, saying it will not work, should be thrown out, risks resentment, backlash, or is based on a flawed premise.	17	20%
Safety, security, and policing	Comments seeking clearer safety measures, policing, CCTV, deterrents, graffiti and vandalism response, protection from incidents, or zero tolerance for antisemitic behaviour.	16	19%
Israel/Palestine, IHRA and legitimate criticism boundaries	Comments concerned the strategy should more clearly distinguish antisemitism from criticism of Israel, Zionism or Israeli Government actions; including IHRA/free-speech concerns.	15	18%
Need for broader anti-racism and all-community inclusion	Comments saying the strategy should sit within broader anti-racism, anti-discrimination, social cohesion or all-community framework.	14	17%
Council role, implementation and reporting	Comments asking what Council can practically do, asking for more details — who is responsible, where to report, how support works, partnerships, resourcing, the taskforce or implementation roles.	13	16%

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Action plan detail, and measurable accountability	Comments asking for clearer actions, KPIs, indicators, monitoring, evaluation, reporting, timeframes, impact measures.	12	14%
No additional comment or unsure	Responses saying no, none, don't know, not competent to say, or giving no further comment.	12	14%
Explain causes and drivers	Comments asking the strategy to explain why antisemitism is increasing, not just how Council will respond to it. Respondents pointed to drivers such as misinformation, international conflict, Israel-Palestine events, media narratives, protest activity, anti-Zionism/Zionism debates, and the way overseas events shape local attitudes toward Jewish people.	9	11%
Jewish community visibility and lived experience	Comments asking for Jewish voices, Jewish youth, lived experience, Jewish history, contribution, identity, belonging or support for Jewish community be more visible.	7	8%
Anti-Zionism as antisemitism / protest-related intimidation	Comments taking the opposite position: that anti-Zionism, "Free Palestine" messaging, protest or Israel-linked hostility should be named as antisemitism or intimidation.	5	6%

Representative quotes:

"Specifically, education should not just focus on antisemitism. Holocaust educators agree that before people are taught about the Holocaust they must first be taught about Judaism…. one action should be to celebrate the culture more often and more intensely….The action plan is extremely light on. I don't really see the council proposing many new initiatives."
Woman, 35-44 years of age, Jewish resident

It's clear that the IHRA definition of antisemitism is not fit for purpose in the current political climate. … I'm sure many organisations have adopted it without reading the detail and without understanding the flow on effects…. If the strategy is to be taken seriously, the IHRA definition must be dropped. The Australian human rights commission national anti-racism strategy is an

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excellent way to do this. It should be adopted instead. Singling out antisemitism as separate to other forms of racism makes all Jewish people less safe.
Woman, 55-64 years of age, Jewish resident

"What is meant by the Social Cohesion Taskforce ""initially prioritising antisemitism"" should be better defined in the context of the strategy. How is antisemitism prioritised against other contributors to social cohesion and what is the plan if the resourcing available doesn't permit priorities to ever shift to addressing these other elements as well?

What exactly is the involvement of and contributions from CSG in relation to the strategy and its implementation?"
Man, 25-34 years of age, Non-Jewish resident

"The Strategy should address more clearly the distinction between antisemitism and legitimate criticism of the Israeli Government. I am concerned that residents may feel unable to express distress about the suffering of Palestinians, without fear of being labelled antisemitic. The Strategy should give practical examples of what is and is not antisemitic in this context.

The Strategy should more clearly situate antisemitism within a broader anti-racism and social cohesion framework. Palestinian, Arab and Muslim residents may also be experiencing grief, fear, racism or exclusion. Recognising this would not diminish the seriousness of antisemitism; it would help ensure the Strategy is seen as protecting all residents…
Woman, 55-64 years of age, Non-Jewish resident

Yes, the issue of people coming into the Glen Eira region and creating incidents. How will you address this? I have observed people coming in from other areas with posters to stick on public facilities including council property but also State Government property. I called the police and Council, but both were dismissive of these incidents. You need to create practical mechanisms that people can action when they see these sorts of incidents.
Woman, 55-64 years of age, Prefer not to say, resident who works and owns a business in Glen Eira

I would like to see policy around being committed to removing antisemetic graffiti or other types of vandalism with a specific timeframe. Moreover, I would also like to see more tangible or even economic support for businesses or individuals who have been the target of antisemetic behavior.
Woman, 25-34 years of age, Jewish resident

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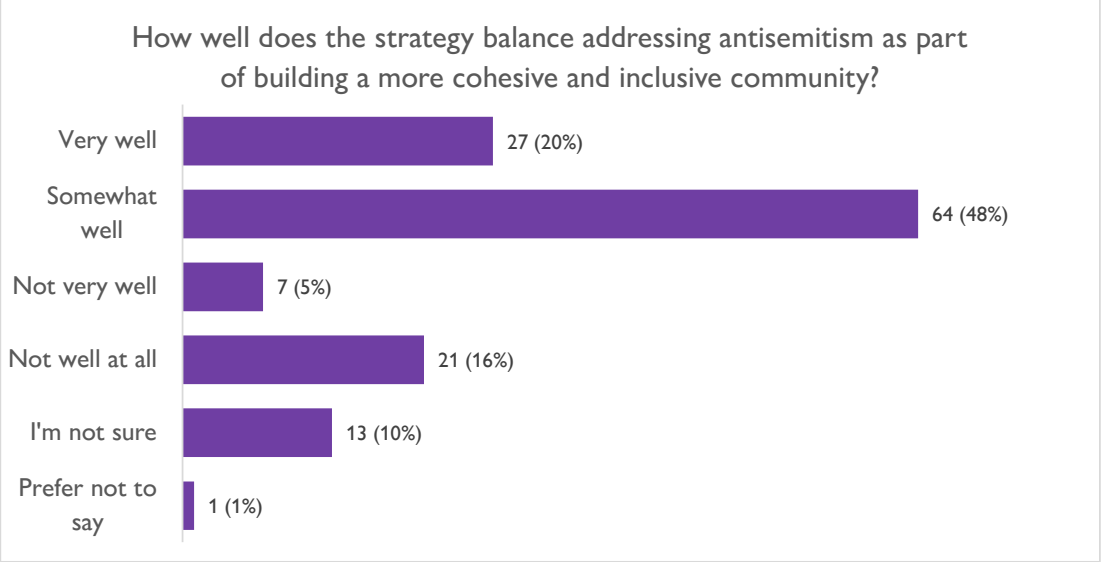
Question 15. How well does the strategy balance addressing antisemitism as part of building a more cohesive and inclusive community (required)

This was a required question and answered by **133 respondents (100 per cent)**.

Most respondents — **68 per cent** felt the Strategy balances antisemitism and social cohesion well or somewhat well (91 respondents), while **21 per cent** felt it does not balance this very well or not well at all (28 respondents), and **10 per cent** were not sure (13 respondents).

Most respondents feel the Strategy strikes an appropriate balance, though some uncertainty and concern remain.



When comparing Jewish and non-Jewish respondents, views on how well the Strategy balances addressing antisemitism while promoting social cohesion and inclusion were mixed. The most common response from both groups was "somewhat well", selected by 39 Jewish respondents and 23 non-Jewish respondents. Jewish respondents were also more likely to rate the balance "very well" (19 respondents compared with 8 non-Jewish respondents).

In contrast, non-Jewish respondents were more likely to indicate that the Strategy achieves this balance "not well at all" (14 respondents compared with 6 Jewish respondents) and were more likely to be unsure (8 respondents compared with 4 Jewish respondents).

Overall, the findings suggest that Jewish respondents were generally more confident that the Strategy appropriately balances addressing antisemitism while fostering an inclusive community, whereas non-Jewish respondents expressed greater uncertainty and were more likely to question whether that balance had been achieved.

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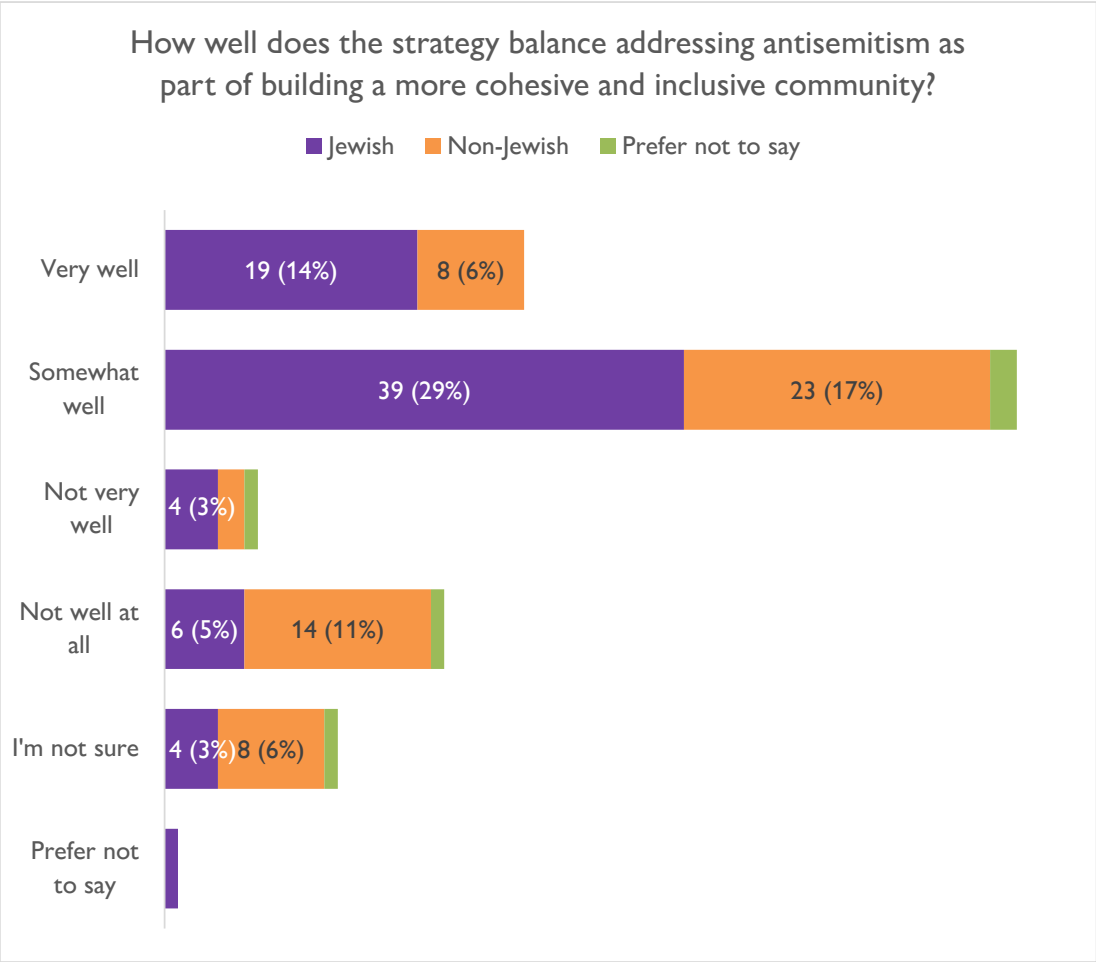

Feedback on proposed actions

Question 16. Which Council role do you think is most important?

This was a required question and answered by **133 respondents (100 per cent)**.

The two most selected roles were **Partner** and **Educator**. **31 percent** selected Partner (41 respondents) as Council's most important role and **29 per cent** selected Educator, (39 respondents). The remaining roles — Provider, Advocate and Regulator — each received **15 per cent** or less.

These results suggest respondents place greatest value on Council working in partnership with the community and other stakeholders, while also supporting greater understanding through education.

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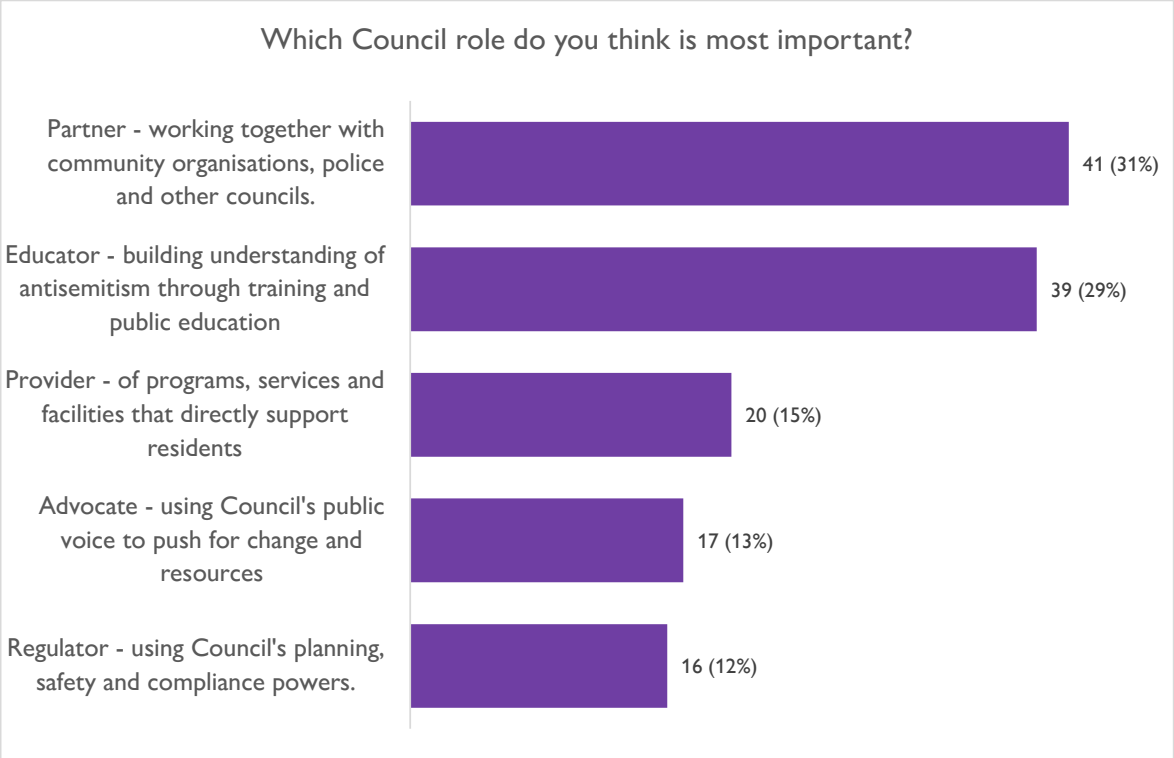

There were notable differences in the roles prioritised by Jewish and non-Jewish respondents. Education was the most commonly selected role among Jewish respondents, with **24 respondents** identifying Educator as the most important Council role, compared with **14 non-Jewish respondents**. Jewish respondents were also more likely to prioritise Advocate (**12 respondents** compared with **3 non-Jewish respondents**) and Regulator roles (**11 respondents** compared with **5 non-Jewish respondents**).

In contrast, non-Jewish respondents were more likely to prioritise the Partner role, with **25 respondents** selecting collaboration with community organisations, police and other councils as the most important role, compared with **16 Jewish respondents**. Support for the Provider role was relatively similar across both cohorts (**10 Jewish respondents** and **8 non-Jewish respondents**).

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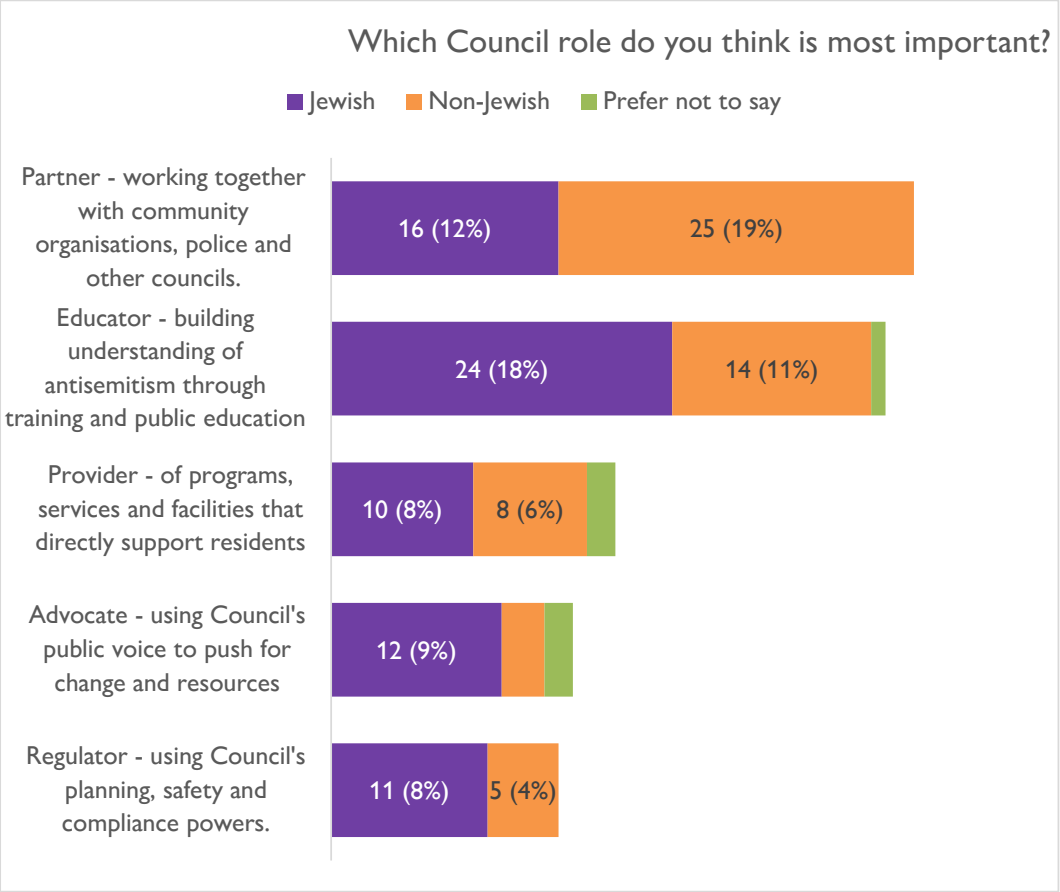

Overall, the findings suggest that Jewish respondents placed greater emphasis on education, advocacy and regulatory action to address antisemitism, while non-Jewish respondents were more likely to favour partnership and collaborative approaches. Both groups recognised the value of direct support services, with similar levels of support for the Provider role.

Question 17. Why is this role most important to you?

This was an optional question and was answered by **100 respondents (75 per cent).** Across these responses there were 33 comments for the Educator role, 30 comments for the Partner role, 13 comments for the Provider Role, 12 comments for the regulator role and 10 comments for the Advocate role.

What we heard overall

Respondents selected different Council roles based on their views about how Council can most effectively address antisemitism. While the reasons varied by role, several common themes emerged across responses. Respondents highlighted the importance of partnership and collaboration, practical action to improve safety and wellbeing, education and awareness-building, and fostering social cohesion and inclusion. Many also noted that the

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five roles are interconnected and that an effective response would require Council to work across multiple functions rather than relying on a single approach.

In addition to preferences for particular Council roles, some respondents raised broader concerns about the Strategy itself. These included questions about Council's role and capacity to address antisemitism, concerns that the Strategy should be embedded within a broader anti-racism and anti-discrimination framework, and criticism of the survey design, focus or underlying premise of the Strategy. A smaller group of respondents also raised concerns about the relationship between antisemitism, Israel, Zionism and the IHRA definition, highlighting the importance of distinguishing antisemitism from legitimate political criticism and debate.

Cross-cutting messages across all Council roles

- Many respondents felt Council cannot address antisemitism alone and should work closely with community organisations, police, schools, interfaith groups, other councils and the wider community.
- Respondents wanted tangible action, including support services, incident response, community safety measures and visible outcomes.
- Education was frequently identified as a key mechanism for building understanding, reducing prejudice and preventing antisemitism.
- Many respondents noted that the five roles overlap and are most effective when delivered together.
- Respondents frequently highlighted the importance of addressing antisemitism within a broader anti-racism, anti-discrimination and community cohesion framework.
- Feedback reflected differing views about what local government can realistically achieve and where Council should focus its efforts.
- Some respondents questioned the survey design, forced-choice format, focus on antisemitism, or the underlying rationale for developing a dedicated strategy.
- Some respondents emphasised the need to distinguish antisemitism from criticism of Israel or Zionism, while others argued that anti-Zionism and related behaviours should be more explicitly recognised within the Strategy.

Why respondents selected their preferred role

Role	Primary reason for selection	Key themes raised
Partner	Council cannot address antisemitism alone and should work with others.	Collaboration, shared responsibility, community partnerships, social cohesion.

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Educator	Education is seen as an effective way to prevent antisemitism and improve understanding.	Awareness, prevention, training, behaviour change, understanding.
Provider	Council should deliver direct support, programs and services.	Practical assistance, facilities, community support, tangible outcomes.
Advocate	Council should use its public voice to demonstrate leadership and support.	Leadership, public commitment, visibility, influence and advocacy.
Regulator	Council should use its powers to enhance safety and respond to harmful behaviour.	Safety, compliance, enforcement, deterrence and accountability.

Role one: Partner

Respondents who selected the **Partner** role most commonly highlighted the importance of collaboration, with **87 per cent** of comments referring to partnerships, coordination and whole-of-community approaches. Many felt Council should work alongside community organisations, schools, police, interfaith groups and neighbouring councils, recognising that antisemitism cannot be addressed by Council acting alone. Some respondents also emphasised the importance of integrating antisemitism initiatives within broader inclusion and anti-racism efforts.

Role two: Educator

Respondents who selected the Educator role most commonly highlighted the importance of education, awareness and understanding, with approximately **79 per cent of comments** referring to education as a key mechanism for preventing antisemitism. Many felt Council should help build understanding of Jewish experiences, challenge misinformation and support respectful dialogue across the community. Respondents also emphasised the importance of working with schools, young people and the broader community to promote inclusion, social cohesion and long-term behavioural change

Role three: Provider

Respondents who selected the **Provider** role most commonly highlighted the importance of practical support, with approximately **75 per cent of comments** referring to services, support mechanisms, facilities or tangible community outcomes. Many felt Council should provide programs, services and facilities that directly support residents and help people feel safe, connected and supported within the community. Some respondents also emphasised the importance of visible action and ensuring Council delivers practical outcomes, rather than relying solely on advocacy or education initiatives.

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Role four: Advocate

Respondents who selected the **Advocate** role most commonly highlighted the importance of leadership and Council's public voice, with approximately **71 per cent of comments** referring to advocacy, leadership, representation or influencing broader change. Many felt Council should publicly condemn antisemitism, advocate for resources and action from other levels of government and demonstrate visible leadership on community safety and inclusion. Some respondents also emphasised that advocacy could help Jewish residents feel acknowledged, supported and represented within the broader community.

Role five: Regulator

Respondents who selected the **Regulator** role most commonly highlighted the importance of safety, enforcement and accountability, with approximately **63 per cent of comments** referring to compliance, enforcement, community safety or the need for practical responses to incidents. Many felt Council should use its regulatory and safety powers to prevent harmful behaviour, respond appropriately to incidents and maintain safe public spaces. Some respondents also emphasised the importance of clear consequences, timely action and visible responses to build community confidence and deter antisemitic behaviour.

Alternative views and concerns

While many respondents focused on how Council can respond to antisemitism, a minority questioned the need for a standalone strategy or expressed concerns about its focus. Some suggested that antisemitism should be addressed alongside other forms of racism, discrimination and faith-based prejudice to ensure an inclusive approach for all communities. Others raised concerns about how the Strategy addresses issues relating to Israel, Zionism and the IHRA definition, reflecting differing views about where the boundaries between antisemitism and political criticism should sit.

Key insight

Overall, respondents viewed Council's roles as complementary rather than competing priorities. While preferences differed, feedback consistently highlighted the importance of combining partnerships, education, advocacy, direct support and practical action to address antisemitism. Respondents also emphasised the need for transparency about Council's role, clear implementation, and consideration of how antisemitism initiatives intersect with broader anti-racism, social cohesion and inclusion efforts.

Representative quotes:

"As i said previously, it is through education of the public in general and school children and their teachers that i have selected this role. Perhaps a formal method should be established for educating the public via free informal studies on the dangers of anti-semitism for the community

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at large. And in that sphere, the Melbourne Holocaust Museum could play a large part. Perhaps visits by particular groups of people in Glen Eira could be financially sponsored by the Council."
Woman, 85+ *years of age*, Jewish resident

"Education is the beginning of change"
Woman, *55-64* years of age, non-Jewish resident

"Partner is the most important role because Council should not approach this as one-way education. It should work with Jewish, Palestinian, Arab, Muslim and interfaith organisations to build trust and support difficult but respectful conversations. This would help address antisemitism while also recognising that many residents are distressed by the actions of the Israeli Government and the suffering of Palestinians, and worry that expressing those views will be labelled antisemitic."
Woman, 55–64 *years of age*, non-Jewish resident

"Hearing council advocate on behalf of the Jews would signal to me and other Jews that it has our back, it understands our issues and is willing to stand up for us."
Woman, 45–54 *years of age*, Jewish resident

"There have been instances in the recent past, when "protests" have been allowed outside synagogues and Jewish institutions in the Glen Eira area, which have been abusive towards Jews, and at times violent, and highly intimidating for Jews. Council and Police have NOT responded in an appropriate manner in the past, and both need to going forward. Freedom of speech is a right, but intimidation, abuse and violence are not rights, and certainly in Glen Eira, both the Council and Police have not protected all citizens rights to be safe."
Woman, 65–74 *years of age*, Jewish resident

"Our members need to feel they have the support from Council. It will build a stronger relationship with council and a sense of trust. It's trust that is needed to feel safe."
Woman, 45–54 *years of age*, non-Jewish resident

Question 18. Which action should Council prioritise under prevention and education

This was a required question and answered by **133 respondents (100 per cent)**.

The strongest priority selected by **49 per cent respondents** was supporting or delivering public education campaigns in schools and community settings, in partnership with relevant

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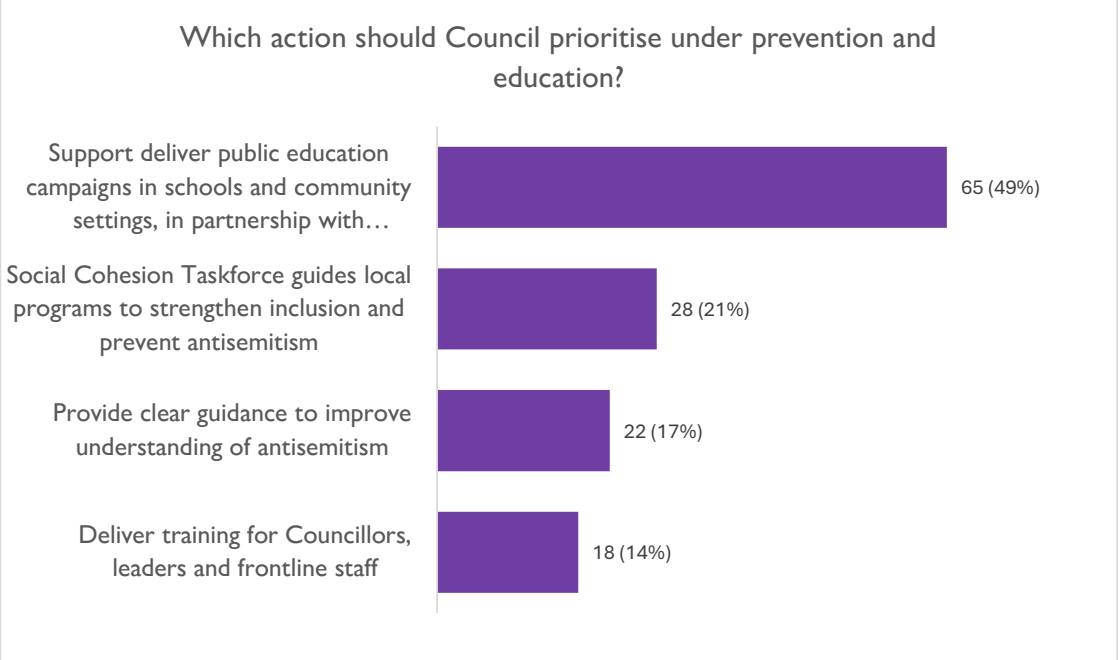
organisations, selected by **(65 respondents).** This was followed by **21 per cent respondents** selecting the action for the Social Cohesion Taskforce to guide local programs that strengthen inclusion and prevent antisemitism (**28 respondents**).



There was strong alignment between Jewish and non-Jewish respondents on priorities for the Prevention and Education focus area. The most commonly selected action for both cohorts was supporting public education campaigns in schools and community settings, selected by 38 Jewish respondents and 25 non-Jewish respondents, indicating broad support for education as a key strategy to prevent antisemitism.

Some differences were evident in secondary priorities. Jewish respondents were more likely to prioritise training for Councillors, leaders and frontline staff (14 respondents compared with 3 non-Jewish respondents), while non-Jewish respondents were more likely to support providing clear guidance to improve understanding of antisemitism (13 respondents compared with 7 Jewish respondents). Support for establishing a Social Cohesion Taskforce was equally strong across both cohorts, with 14 respondents from each group selecting this option.

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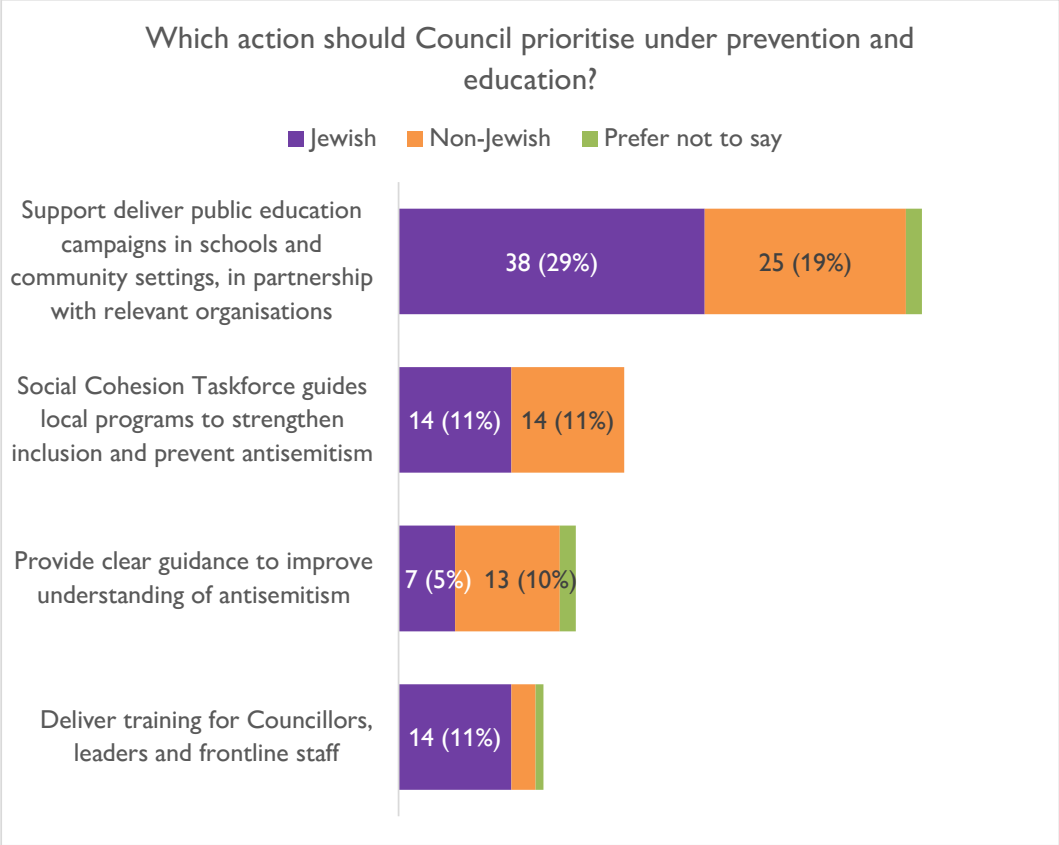
Overall, the findings suggest broad agreement on the importance of education and awareness-raising, with Jewish respondents placing greater emphasis on organisational capability and leadership training, and non-Jewish respondents placing greater emphasis on public information and guidance.



19. Which action should Council prioritise under leadership and civic responsibility

This was a required question and answered by **133 respondents (100 per cent)**.

The strongest priority selected by **33 per cent** respondents was 'strengthen coordination through the Social Cohesion Taskforce' (44 respondents). The next top rating action selected by **28 per cent** respondents was to 'support cultural, educational and community events' (37 respondents).

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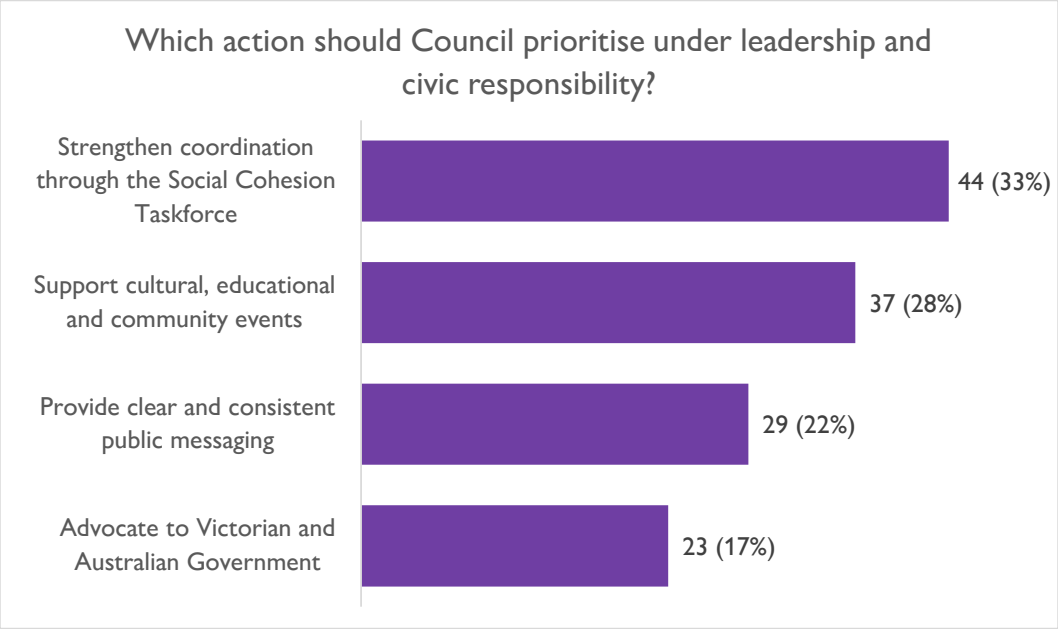

Jewish and non-Jewish respondents differed in their priorities for the Leadership and Civic Responsibility focus area. Jewish respondents were most likely to prioritise strengthening coordination through the Social Cohesion Taskforce (28 respondents compared with 14 non-Jewish respondents) and advocating to the Victorian and Australian Governments (15 compared with 8).

In contrast, non-Jewish respondents were most likely to prioritise supporting cultural, educational and community events (20 respondents compared with 15 Jewish respondents). Support for clear and consistent public messaging was similar across both cohorts (15 Jewish respondents and 13 non-Jewish respondents).

Overall, Jewish respondents placed greater emphasis on coordinated leadership and advocacy, while non-Jewish respondents were more likely to prioritise community events and engagement.

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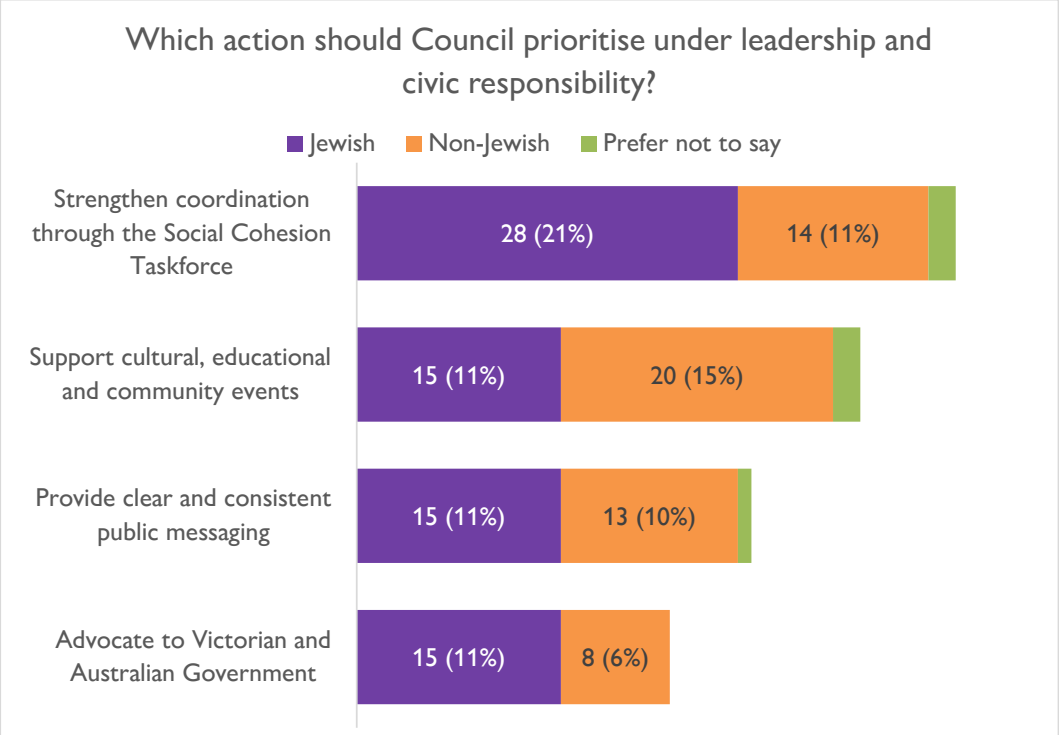

20. Which action should Council prioritise under policy and systems?

This was a required question and answered by **133 respondents (100 per cent)**.

The strongest priority selected by **36 per cent** respondents was 'ensure prompt removal of hate graffiti or symbols' (48 respondents).

The next top rating action selected by **26 per cent respondents** was to 'improve safety of public spaces through design and function' (35 respondents).

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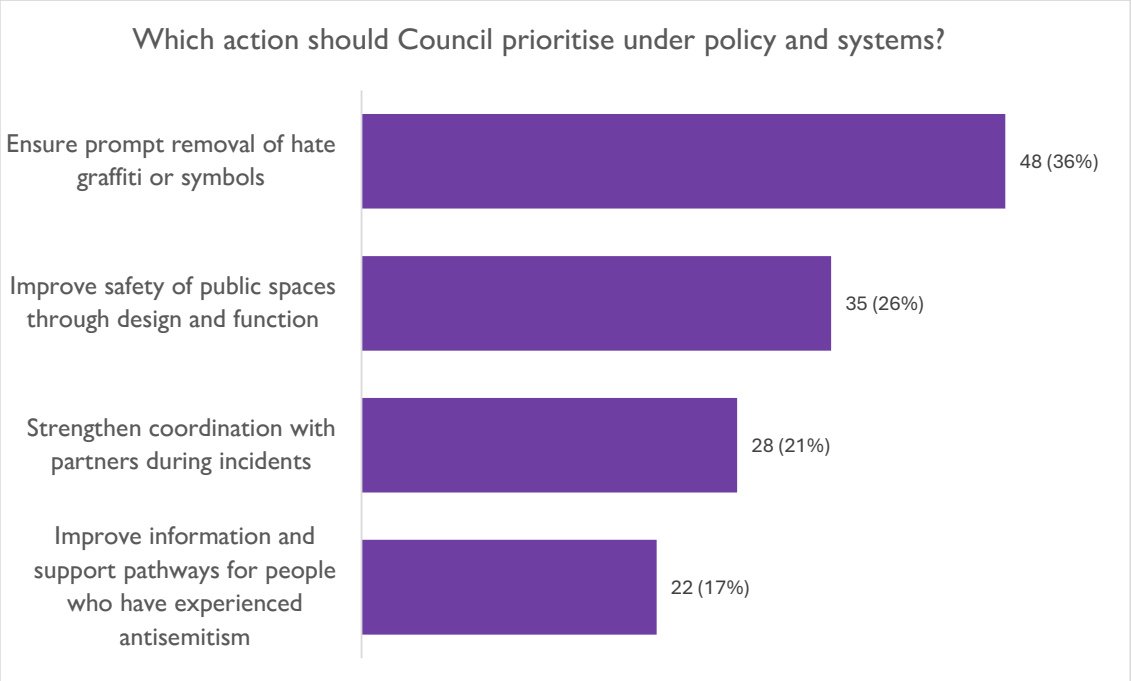

There was strong alignment between Jewish and non-Jewish respondents on priorities for the Policy and Systems focus area. The most commonly selected action for both groups was ensuring the prompt removal of hate graffiti and symbols (25 Jewish respondents and 21 non-Jewish respondents), followed by improving the safety of public spaces through design and function (18 and 17 respondents respectively).

Jewish respondents were somewhat more likely than non-Jewish respondents to prioritise strengthening coordination with partners during incidents (17 compared with 10 respondents) and improving information and support pathways for people who have experienced antisemitism (13 compared with 7 respondents).

Overall, both cohorts prioritised visible action and safer public spaces, while Jewish respondents placed greater emphasis on incident response and support for those affected by antisemitism.

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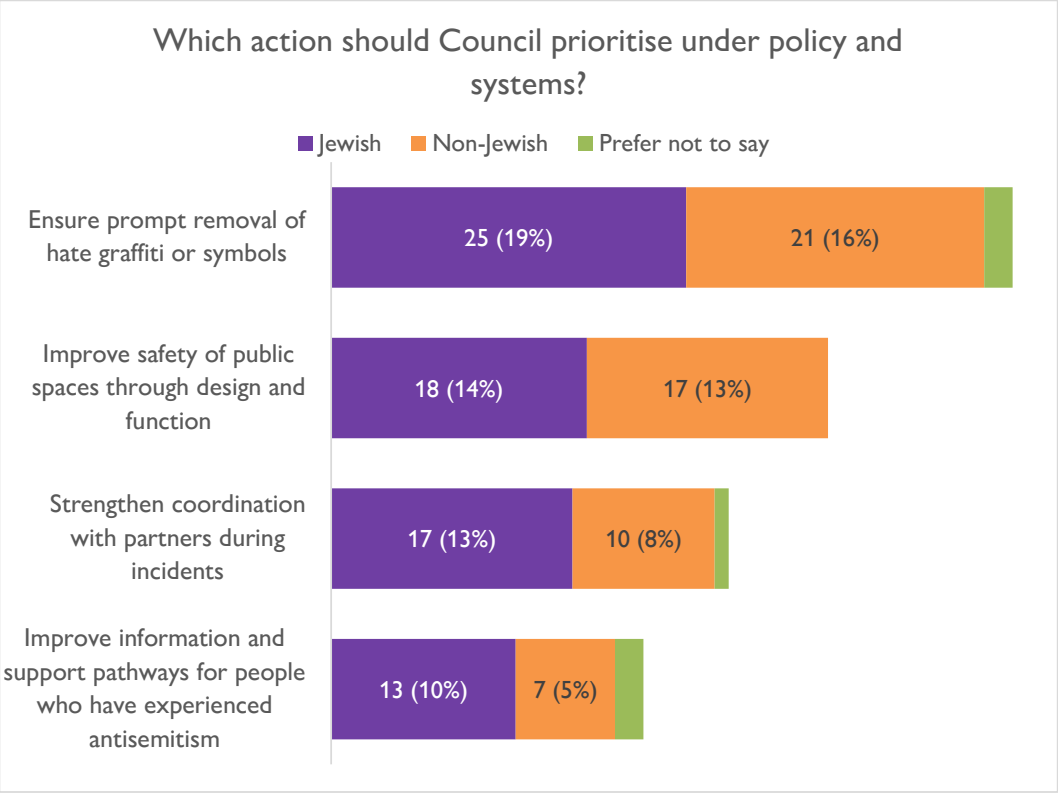

Question 21. Is there anything else you would like Council to consider?

This was an optional question and was answered by **67 respondents (50 per cent).**

Responses to this question identified a range of key themes, with comments ranging from calls for a broader anti-racism approach and community education to concerns about the strategy's framing, implementation and relationship to issues involving Israel and Zionism.

Key themes	Commentary and explanation	# of comments	% of total responses
Broader anti-racism, equal support and social cohesion	Comments ask Council to frame antisemitism work within a broader anti-racism, inclusion and social cohesion agenda, with equal support for Muslim, Palestinian, First Nations, LGBTIQ, migrant and other communities and consistent responses to all forms of hate.	23	17%

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Israel, Zionism, IHRA and political-distinction concerns	Comments focus on Israel, Zionism, IHRA/Jerusalem definitions, Palestine advocacy or distinguishing criticism of Israel from antisemitism. Sentiment is mostly critical of conflation, with a few comments simply expressing Israel-related political views.	15	11%
Jewish safety, visibility, support and cultural celebration	Comments emphasise Jewish residents feeling safe, valued, visible and supported, including celebrating Jewish culture, positive campaigns, cultural events and long-term commitment so Jewish identity does not need to be hidden.	13	10%
Council leadership, advocacy, partnerships and whole-of-government implementation	Comments ask Council to lead, advocate or coordinate with other councils, Victoria Police, state/federal government, schools, interfaith groups and community organisations to comprehensively address the issue; with some querying resources and implementation capacity.	12	9%
Education, awareness and long-term prevention	Comments identify education, awareness-building and long-term behaviour change as prevention tools, including schools, public education, staff/councillor training, correcting misinformation, mentoring young people and sustained intergenerational work.	11	8%
Enforcement, reporting, practical safety and accountability	Comments seek practical responses to incidents: stronger police handling, reporting pathways, graffiti investigation/removal, consequences for offenders, monitoring public/social media conduct and visible safety measures.	11	8%
Strategy/premise concerns, scepticism or rejection	Comments are critical of the strategy, the focus on antisemitism, perceived one-sidedness. Some comments see approach may worsen division or targeting; a small number reject that Glen Eira has an antisemitism problem.	10	8%

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Positive endorsement of strategy	Comments either provide no extra suggestion or explicitly endorse the draft strategy/action plan as covered, thoughtful, practical or a good initiative.	11	8%
Root causes, extremism and fundamentalism	Comments ask Council to look at deeper drivers such as fundamentalism, far-right politics, broader social/economic causes, hate movements and how antisemitism connects with wider extremism.	5	4%
Support for IHRA / concern anti-Zionism is contemporary antisemitism	Comments support the IHRA framing or argue that anti-Zionism, anti-Israel narratives operate as contemporary antisemitism and should be addressed directly.	4	3%

Representative quotes:

"An integrated council policy that considers combating hate and the far right, benefits all residents. This should include first nations people, LGBTIQ people, immigrants and protecting religious participation. I would like to see my council taking a really considered approach to tackling far right extreme politics and the impact on all minorities, not just one."
Woman, 35-44 years of age, Non-Jewish resident

"I would like to see a campaign to embrace Jewish identity and celebrate Jewish culture - widely and loudly. This will allow the Jewish community to feel like they don't have to hide their faith (eg many families have removed their mzuzot from their doors), and it will be a signifier to anti-semites circling the community that their hatred will not be tolerated."
Woman, 35-44 years of age, Jewish resident

"Advocate to Vicpol that it is critical to handle antisemitic incidents in a more effective manner .Vicpol has been very ineffective as compared to NSW police . Similarly Victorian Police minister has been missing in action in the past 3 years and most Victorian Jews no longer trust him to discharge his responsibility to keep them safe."
Man, 75-84 years of age, Jewish resident

"I would like Council to ensure the Strategy is implemented through genuine partnership with Jewish community organisations and a broad range of other local community, interfaith, civic and

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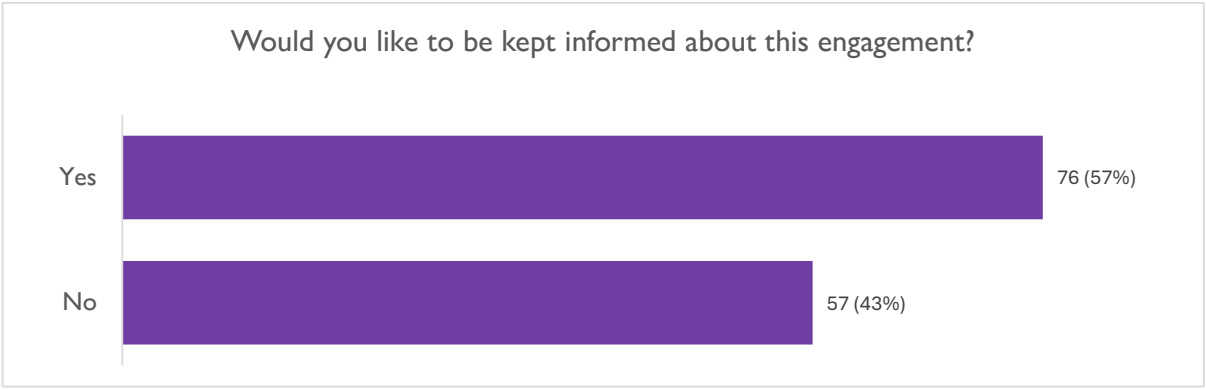
human rights groups. I support action against antisemitism and want Jewish residents to feel safe. However, I am concerned that the Strategy may be perceived as one-sided unless it clearly recognises the broader community context, including distress about the actions of the Israeli Government and the suffering of Palestinians. Council should make clear that criticism of the Israeli Government and advocacy for Palestinian rights are not antisemitic unless they target Jewish people as Jewish people, use antisemitic tropes, or hold Jewish people collectively responsible for Israel. This would help build trust and social cohesion."

Woman, 55-64 years of age, Non-Jewish resident

22. Would you like to be kept informed about this engagement (required) (chart answer)

This was a required question and answered by **133 respondents (100 per cent)**.

57 per cent respondents confirmed that they wanted to be kept informed about the engagement (76 respondents) and **43 per cent** did not want to be kept informed (57 respondents). Those who wanted to be kept informed provided their email address.



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In person engagement

Multicultural community conversations

We delivered six one-on-one interviews facilitated by Polaron Connect (a community-led multicultural communications, engagement and research service provider) were conducted with multicultural residents and business owners from diverse backgrounds. Backgrounds of participants included **Thai, Chinese (China-born), Chinese-Malaysian, Indian, Afghan and Greek**, representing a range of cultural, religious and lived experiences within the municipality. Participants had varying lengths of residency (from 1 year to over 15 years) and differing levels of connection to the Jewish community, from no direct contact to being closely embedded through family, business or social relationships.

Summary

Participants expressed broad support for Council developing an Antisemitism Strategy and recognised its importance in promoting safety and inclusion. However, awareness and understanding of antisemitism varied significantly across individuals, with many participants having limited familiarity with the concept and how it presents in practice. Opportunities for meaningful interaction with the Jewish community were described as limited unless driven by personal relationships, professional connections or deliberate effort.

While most participants reported feeling personally safe, several expressed concern for the safety and visibility of Jewish residents. A key gap identified was a lack of awareness of reporting pathways, with all participants indicating police as the only known option. Participants emphasised the importance of education, community connection and practical safety measures to support prevention and response.

Key messages received:

- Strong support for the Antisemitism Strategy across multicultural participants
- Low and varied levels of awareness and understanding of antisemitism
- Limited opportunities for meaningful intercultural connection with the Jewish community
- Universal lack of awareness of reporting pathways beyond police
- Education and awareness identified as critical for prevention
- Strong support for community-based initiatives that bring people together
- Support for practical safety measures, including lighting, CCTV and visible security presence.

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Cohort insights

Awareness and understanding

- Understanding ranged from very limited (e.g. newer migrants or those without direct exposure) to highly informed (those with personal or professional connections)
- Some participants were unfamiliar with the term "antisemitism" or unsure how to identify it in practice.

Connection to the Jewish community

- Connections ranged from no contact (e.g. Afghan participant) to fully embedded (Chinese Malaysian convert and business owner)
- Most participants had only observational or incidental interaction
- There is a strong desire for more structured opportunities to build relationships.

Perceptions of safety

- Most participants felt personally safe but perceived that Jewish residents may feel less safe
- Some described behavioural changes linked to antisemitism, including reduced visibility of Jewish identity or caution in public settings (e.g. one participant had observed a Jewish resident removing religious items (e.g. mezuzot) from his home).

Reporting and response

- No awareness of dedicated reporting pathways beyond emergency services
- Uncertainty about what constitutes antisemitism was identified as a barrier to reporting
- Community cohesion and expectations of Council
- Strong support for initiatives that build understanding through shared experiences (e.g. events, schools, neighbourhood programs)
- Preference for practical, visible actions alongside education
- Recognition that antisemitism is a broader community issue that impacts social cohesion.

Overall insight

The interviews highlight a multicultural community that is supportive and willing to engage, but lacks the knowledge, tools and opportunities to do so effectively. Improving awareness, strengthening reporting pathways, and creating opportunities for meaningful intercultural connection will be important to the success of the Strategy.

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Community House engagement

A workshop was held on 24 June 2026 with five Community House Managers representing Caulfield South Community House, Glen Eira Adult Learning Centre (GEALC), Godfrey Street Community House and Moongala Women's Community House.

Summary
At the workshop, Community House Managers generally expressed a preference for Council to adopt a broader Anti-Racism Strategy rather than a standalone Antisemitism Strategy. Participants emphasised that antisemitism should be addressed within an overarching framework that responds to all forms of racism and discrimination, with targeted actions introduced where specific issues arise.

There was a strong emphasis on inclusive, values-based messaging focused on respect, belonging and community connection. Community houses noted that their existing programs successfully support diverse communities through a neutral, welcoming and inclusive approach.

While participants generally supported the proposed objectives of the Strategy, many suggested these would be more effective if embedded within a broader anti-racism framework.

Key workshop messages:

- Preference for a broader anti-racism framework rather than a standalone Antisemitism Strategy
- Concern that a single-issue strategy may be perceived as prioritising one group over others
- Importance of promoting inclusion, respect and social cohesion across all communities
- Support for practical, community-based approaches that bring diverse groups together
- Recognition that the Strategy's objectives are valuable but could be delivered within a broader framework
- Uncertainty about how the Strategy may be perceived within the community.

Following the workshop, additional feedback was provided by GEALC that it supports the draft Antisemitism Strategy and looks forward to its adoption. The Committee also endorsed the Strategy's combination of immediate and longer-term actions and supported its alignment with Council's broader anti-racism and social cohesion work.

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Moorleigh Community Village drop-in session

A drop-in session was held at Moorleigh Community Village on 24 June, providing community groups across the village with the opportunity to participate in one-on-one discussions about the draft Antisemitism Strategy. During the session, three conversations were held with four community members, all affiliated with U3A. These discussions explored the draft Strategy and how it could support community organisations in responding to complex and sensitive situations.

Summary

Participants shared recent experiences managing an incident involving differing views related to Israel and Palestine, which escalated into a complaint between members. This highlighted the challenges of navigating issues that sit at the intersection of political expression and antisemitism, and the difficulty of determining appropriate responses that support all parties.

There was a strong emphasis on maintaining safe, respectful and inclusive environments for all members. Participants highlighted the importance of treating individuals fairly, regardless of their views, while actively discouraging behaviour that may lead to conflict or division. Education was identified as a key tool to support prevention and guide responses in these situations.

Participants also expressed interest in gaining a clearer understanding of the Strategy, including how it could provide practical guidance when managing similar incidents in the future. Some discussion also touched on differing views regarding definitions of antisemitism, including the IHRA definition and alternative frameworks.

Key messages:

- Real-world incidents can be complex, particularly where political expression and antisemitism intersect
- Need for practical guidance to support community organisations in managing complaints and conflict
- Strong focus on maintaining inclusive, respectful and safe environments for all members
- Education and awareness seen as critical for prevention and response
- Interest in clearer guidance on definitions of antisemitism and how they apply in practice.

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Orthodox Woman engagement

A one-on-one, in-depth interview with an Orthodox Jewish woman (Rebbetzin / rabbi's wife) was conducted on 23 June 2026 and facilitated by Polaron Connect. The session provided a unique perspective grounded in lived experience within Glen Eira, exploring antisemitism, safety, and feedback on Council's proposed Strategy, with a focus on the needs of Orthodox Jewish women.

Key insights and themes

- **Lived experience and impact:** Antisemitism is a current and local issue, with firsthand experiences of abuse, exclusion and intimidation affecting safety, belonging and wellbeing—particularly for visibly Orthodox families. This has led to behavioural changes, including reduced visibility and heightened fear, especially among children.
- **Insularity and social cohesion:** Increased self-protection and community insularity are emerging responses to safety concerns, potentially limiting broader community interaction and cohesion over time.
- **Education as the primary lever:** Education was identified as Council's most important role. This includes humanising Jewish people through contemporary narratives, moving beyond a sole focus on Holocaust education, and targeting key groups such as teachers, service providers, businesses and the wider community.
- **Cultural competency gaps:** There is a need for greater understanding of the diversity within Jewish communities, particularly the needs of Orthodox and ultra-Orthodox women. Key considerations include gender-sensitive services, language (e.g. Yiddish), religious observance, and accessibility—requiring improved cultural awareness across Council and services.
- **Leadership and connection:** Genuine, relationship-based engagement is critical. Intercultural initiatives, such as Jewish cultural and food events, were identified as effective ways to build understanding, reduce stigma, and strengthen connections.
- **Safety, reporting and accountability:** There is a strong expectation for visible safety measures and improved systems. Barriers to reporting include low awareness, perceived ineffectiveness, and fear of backlash. Clear, trusted reporting pathways and visible consequences for perpetrators are essential to building community confidence.
- **Need for practical action:** Confidence in the Strategy depends on clear, specific and actionable commitments, with a strong expectation for tangible outcomes that improve safety and inclusion.
- **Diversity and inclusion:** The consultation highlighted the diversity of experiences among Jewish women and the need for an intersectional approach.. A key tension identified is the gap between inclusivity rhetoric and lived experience.

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Overall, the findings emphasise the need for a Strategy that is practical, culturally informed and grounded in lived experience, with a strong focus on education, safety and meaningful community connection.

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Email submissions

Email feedback summary

Two emails were received providing feedback on the draft Antisemitism Strategy and broader issues relating to antisemitism.

One respondent, the child of a Holocaust survivor, reflected on their family's experience in Australia and expressed concern that antisemitism has become increasingly visible and accepted in recent years. They described a growing sense of insecurity within the Jewish community and emphasised the importance of actions that protect Jewish residents and address antisemitic attitudes and behaviours. The respondent also argued that hostility towards Israel contributes to contemporary antisemitism and suggested that reducing negative portrayals of Israel could help address anti-Jewish sentiment.

A second respondent provided information from the Jewish Council of Australia relating to its definition of antisemitism. The submission highlighted the importance of considering perspectives that distinguish antisemitism from criticism of the Israeli Government and its policies and sought to contribute an alternative viewpoint to discussions about defining and responding to antisemitism.

Key themes raised included:

- Jewish community safety, belonging and experiences of antisemitism.
- The relationship between antisemitism, Israel and Zionism.
- Definitions and interpretation of antisemitism.
- Differing perspectives on the distinction between antisemitism and criticism of Israel.

Overall, the emails reflected concerns about the impact of antisemitism on the Jewish community, while also highlighting differing views on how antisemitism should be defined and understood in relation to Israel and Zionism.

10.2 CAULFIELD RECREATION CENTRE OPERATIONAL REVIEW

Author: *Peter Tillotson, General Manager - Glen Eira Leisure*

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

Trim No: *26/1113854*

Attachments: *1. CRC Operational Review Final Report - Otium Planning ⇩*

EXECUTIVE SUMMARY

Caulfield Recreation Centre (CRC) is a valued component of Glen Eira's leisure network, providing gym, group exercise and reformer Pilates services to a highly engaged local community. Following the completion of the Carnegie Memorial Swimming Pool redevelopment, Council commissioned an operational review to assess current performance, identify service and facility constraints and develop evidence-based recommendations to guide future service delivery.

The review confirms strong participation growth, high levels of customer satisfaction, and a clear alignment with observed trends towards flexible, informal health and wellbeing activities. However, it also identifies constraints relating to facility condition, accessibility, operating hours and capacity, which are limiting participation and customer experience.

Based on a structured options assessment, the review identifies Optimisation of the existing service model as the preferred near-term direction, supported by a staged approach that includes future assessment of service expansion and longer-term asset solutions.

The findings and the recommended direction were presented to the Glen Eira Leisure Advisory Committee and were endorsed as an appropriate and evidence-based pathway to improve service sustainability, utilisation and customer outcomes.

This report seeks Council acknowledgement of the findings and recommendations arising from the Caulfield Recreation Centre Operational Review.

RECOMMENDATION

That Council:

1. adopts the findings of the Caulfield Recreation Centre Operational Review; and
2. adopts the recommendations outlined in the Operational Review to inform future service planning, operational decision making and budget considerations for Caulfield Recreation Centre.

BACKGROUND

Caulfield Recreation Centre has been operated by Glen Eira Leisure since September 2017 and currently provides gym, group exercise and reformer Pilates services, attracting approximately 84,000 visits per annum. Participation is strongest among women and older adults aged 65 years and over, who together account for around 70 per cent of users.

While CRC continues to deliver strong participation outcomes and community value, its ageing infrastructure, constrained footprint and limited operating hours differentiate it from other Council leisure facilities. In this context, Council initiated a structured operational review to ensure CRC remains fit-for-purpose and responsive to current and future community needs.

ISSUES AND DISCUSSION

Key Findings

The Operational Review identifies that Caulfield Recreation Centre's people, programs and culture are key strengths. Staff and instructors are consistently recognised as professional, welcoming and inclusive, and the Centre enjoys strong member loyalty, high satisfaction and excellent value-for-money perception. Participation has grown steadily, particularly in group exercise and reformer Pilates, demonstrating clear alignment with broader trends in flexible, health focused recreation activities.

However, the review highlights that these strengths are increasingly compensating for structural and operational limitations that are affecting service delivery, utilisation and long-term sustainability.

Key issues identified include:

- **Facility condition and capacity constraints:** The ageing-built form, limited footprint and accessibility challenges are impacting both customer experience and service delivery;

- **Equipment limitations:** Ageing and limited gym and cardio equipment is contributing to congestion and reduced user satisfaction, particularly during peak periods;

- **Program demand exceeding capacity:** High demand for group exercise and reformer Pilates is exceeding available capacity, resulting in booking pressure and reduced accessibility for members;

- **Operating hours misalignment:** The split-day operating model and restricted weekend and public holiday access do not align well with contemporary user expectations;

- **Amenity constraints:** Changerooms, toilets and ventilation are below contemporary standards, impacting comfort, accessibility and overall customer experience;

- **Service concentration and clarity of role:** The current service offer is relatively narrow, and the long-term strategic role of CRC within the broader Glen Eira Leisure network requires clearer definition;

- **Financial performance and sustainability:** While operating performance is improving, CRC continues to operate at a deficit, reinforcing the need to optimise utilisation, improve efficiency and align service delivery with demand.

Collectively, these factors are constraining participation growth, limiting the Centre's ability to respond to changing community expectations, and placing pressure on customer experience and operational sustainability.

These findings support the recommended Optimisation approach, which prioritises better use of existing assets, aligns services with demand, and improves financial and operational performance before longer-term asset solutions are considered.

CRC Review Options

The Caulfield Recreation Centre Operational Review identifies a staged pathway to address current service, operational and facility challenges, while supporting improved utilisation, customer experience and financial sustainability.

Four broad options were assessed:

Option 1- Status quo

Maintain the current service model with minimal operational change. While requiring no additional investment, this option does not address the facility, capacity and service delivery challenges identified through the review and is unlikely to improve participation, customer outcomes or financial performance.

Option 2- Optimisation

Reconfigure services, programs and operations within the existing facility footprint and available resources. This option focuses on aligning operating hours with demand, increasing program capacity where feasible, improving space utilisation, upgrading equipment and amenities, and improving operational efficiency. The review identified this as the most balanced and achievable near-term response.

Option 3- Service expansion

Increase service capacity through the use of additional or complementary facilities and spaces. While this option may improve customer access and participation opportunities, it requires further investigation, detailed planning and consideration of associated resource implications.

Option 4- Transformational change

Pursue longer-term capital investment and asset renewal solutions to address the structural limitations of the site. While this option offers the greatest long-term potential, it would require significant capital investment, detailed feasibility analysis and alignment with broader infrastructure and asset planning processes.

The review concludes that optimisation provides the most practical and financially sustainable near-term pathway while preserving future opportunities to consider expansion or redevelopment through Council's strategic planning processes.

While service expansion and transformational change offer the potential for greater long-term benefits, they require significant capital investment, detailed feasibility analysis and alignment with broader infrastructure planning processes. As such, they are not considered appropriate immediate responses but remain important future considerations.

Optimisation is identified as the preferred near to medium-term approach, providing the most balanced and feasible response to improving service delivery, utilisation and financial performance within existing resources.

Key elements of the Optimisation approach include:

- Aligning operating hours with community demand;
- Expanding group exercise and reformer Pilates capacity where feasible;
- Strengthening the focus on key cohorts, particularly older adults;

- Improving utilisation of existing spaces and exploring complementary facility use;
- Upgrading equipment and amenity within existing capital allocations; and
- Reviewing staffing and operational practices to improve efficiency.

Strategic Alignment

The Operational Review and recommended Optimisation approach align with Council's key strategic frameworks.

Council Plan 2025–2029

Supports delivery of:

- community health and wellbeing through increased participation in physical activity;
- accessible and inclusive recreation opportunities; and
- efficient, financially sustainable service delivery.

The approach is also consistent with Council actions to improve utilisation of community facilities, undertake service reviews, and increase participation in leisure services.

Financial Sustainability Strategy 2025–2029

Directly supports:

- improving efficiency and performance of services;
- increasing revenue through better utilisation; and
- aligning operating and capital decisions with available funding.

Strategic Property Plan 2025–2030

Aligns with the Plan's focus on:

- maximising utilisation of existing community infrastructure;
- improving performance of underutilised assets; and
- adopting a staged, evidence-based approach prior to major capital investment.

Future consideration of expansion or redevelopment options at CRC will be informed by the Strategic Property Plan and the future Community Infrastructure Plan, which will guide long-term planning of community facilities.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The recommended Optimisation approach is expected to have a neutral to positive impact in relation to Council's Climate Emergency Response Strategy. The focus on improving utilisation of the existing facility, rather than undertaking immediate capital expansion, supports efficient use of existing assets and minimises additional embodied carbon

associated with new construction. Operational improvements, including equipment upgrades and service optimisation, will provide opportunities to incorporate more energy-efficient systems and practices over time. Any future expansion or redevelopment options will be assessed in line with Council's sustainability objectives and environmentally sustainable design requirements.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Implementation of the Optimisation recommendations is expected to be delivered within existing operational and capital budgets over a staged 24-month period.

The Centre's annual forecasts show an operational loss of approximately $115,790, which would expect to trend positively over the coming years with the implementation of the Optimisation strategy.

This approach aligns with the Glen Eira Financial Sustainability Strategy 2025–2029, particularly its focus on improving efficiency through service reviews, increasing utilisation of existing assets, and aligning expenditure with available funding to support long-term financial sustainability.

The recommended approach supports value-for-money service delivery by improving utilisation, participation and revenue within existing resources, while reducing financial risk through lower-cost operational improvements ahead of any major capital investment.

Any future progression to service expansion or transformational asset renewal would require separate business cases and Council consideration through established financial planning and capital prioritisation processes.

POLICY AND LEGISLATIVE IMPLICATIONS

The Operational Review aligns with Council's obligations under the Local Government Act 2020 to plan for sustainable service delivery and support community wellbeing. The findings also support Council's broader health, wellbeing and physical activity objectives.

COMMUNICATION AND ENGAGEMENT

The Caulfield Recreation Centre Operational Review has been informed by a structured program of engagement designed to capture both quantitative and qualitative insights.

Engagement activities undertaken to date include:

- An online survey of Caulfield Recreation Centre members and users, open between 7 April and 26 April 2026, to gather feedback on facility condition, programs, operating hours, amenities and overall experience; and
- A series of facilitated focus group sessions with:
    - Members and users of Caulfield Recreation Centre;
    - Glen Eira Leisure staff and key facility stakeholders.

The survey and focus group findings have informed the review's analysis of current performance, service gaps and operational constraints. Outcomes from this engagement have been consolidated and are reflected in the emerging findings of the Operational Review.

Engagement feedback strongly reinforced demand for expanded program capacity, improved amenities and more flexible operating hours, consistent with the review's findings and recommended direction.

The findings and the recommended direction were presented to the Glen Eira Leisure Advisory Committee who supported the evidence-based pathway to improve service sustainability, utilisation and customer outcomes.

An update on the review's findings will be made available to the members and users of Caulfield Recreation Centre ensuring trust and transparency continues from the review process.

LINK TO COUNCIL PLAN

Strategic Direction 1: Community safety, cohesion, health and wellbeing – supporting participation in physical activity, health and social connection

Strategic Direction 2: Diverse, welcoming and accessible places – ensuring inclusive and accessible recreation opportunities

Strategic Direction 4: Innovative and financially sustainable – improving efficiency, utilisation and long-term sustainability of services

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The Caulfield Recreation Centre Operational Review confirms that the Centre is a valued and well performing component of Glen Eira's leisure network, with strong participation, high customer satisfaction and a clear alignment to contemporary recreation trends.

However, the review also identifies that these strengths are increasingly constrained by facility limitations, capacity pressures and an operating model that does not fully align with current community expectations. Without targeted intervention, these factors will continue to limit growth, impact customer experience and challenge long-term financial sustainability.

The recommended Optimisation approach provides a practical, evidence-based pathway to address these issues in the short to medium term. It enables improved utilisation, enhanced customer outcomes and stronger financial performance within existing resources, while allowing Council to consider longer-term service expansion or asset renewal options through future planning processes.

This approach will support the continued evolution of Caulfield Recreation Centre as a highly valued, responsive and sustainable community facility.

CITY OF GLEN EIRA

CAULFIELD RECREATION CENTRE

OPERATIONAL REVIEW (FINAL REPORT)

MAY 2026

City of GLEN EIRA

Prepared by Otium Planning Group Pty Ltd
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Otium acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for Indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.

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Acknowledgement

Project Acknowledgement

Otium Planning Group would like to acknowledge the staff, user groups and community from the City of Glen Eira, who have provided their expertise and input to the **Caulfield Recreation Centre Operational Review.**

Their valuable insights and feedback have been instrumental in shaping the strategic directions for the Plan.

Acknowledgement of Country

Wominjeka

We respectfully acknowledge the Wurundjeri people as the traditional owners of the land on which we work and live. We pay our respect to their Elders both past, present and emerging.

We acknowledge Aboriginal people as the original inhabitants of the land and their long and continuing connection to Country.

We are committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land and waters, and their rich contribution to society.

Figure 1: Yarra River/Birrarung

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Executive Summary

This Operational Review (Review) was undertaken following the reopening of the Carnegie Memorial Swimming Pool to clarify Caulfield Recreation Centre's (CRC) role, assess current performance and identify its future direction within the broader network.

Purpose and Context

CRC is a valued local health and fitness facility within the Glen Eira Leisure (GEL) network. It offers gym, group fitness, and reformer Pilates in a setting particularly valued by older adults, women, and long-standing users for its convenience, affordability, and more personal atmosphere.

Current Performance and Strengths

CRC is performing well in several core areas and remains an important community asset, although its long-term sustainability and operating model require refinement. The Review found:

- Participation has grown strongly, with increasing memberships and attendances across the gym, group fitness and reformer Pilates.
- Group fitness is a major strength, supported by high-quality instructors and strong member-staff relationships.
- Customer service is highly valued, with users consistently citing the centre's welcoming atmosphere, affordability and sense of community.
- CRC continues to operate in deficit, but the position is improving as income growth begins to outpace expenditure growth.

Community Demand and Future Needs

The demand analysis shows CRC is serving a catchment that will continue to grow and diversify, with future demand likely to place greater pressure on access, flexibility and facility quality:

- Glen Eira and Caulfield are forecast to grow steadily over the next two decades.
- Participation trends increasingly favour flexible, informal and health-oriented activities such as gym, fitness classes, wellness and low-impact exercise.
- CRC's current usage profile aligns well with these trends, particularly for older adults and active ageing markets.
- Users are seeking more convenient opening hours, better access to popular classes, upgraded amenities and a broader wellbeing-focused offer.

Key Gaps and Constraints

The Review identifies several gaps between CRC's current offer and future needs:

- **Access and hours:** The split-day operating model does not align well with contemporary usage patterns, particularly for lunchtime, weekend afternoon and public holiday access.
- **Facility constraints:** The ageing, inaccessible built form limits service delivery and customer experience, particularly the first-floor gym, tired amenities and constrained parking.

- **Service concentration:** CRC performs strongly in gym, group fitness and reformer Pilates, but the offer remains relatively narrow, and some support services are underdeveloped or not well understood.
- **Strategic role:** CRC's long-term role within the broader GEL network is not yet clearly defined.

Options Assessment

Four broad options were assessed: maintaining the status quo, optimising the current model, expanding service delivery through complementary spaces, and pursuing a more transformational long-term capital response:

- **Status quo** is not recommended, as it would leave known access, facility and service issues unresolved.
- **Transformational change** has long-term merit, but requires further investigation, significant investment and broader Council decision-making.
- **The strongest near to medium-term response** is a combination of service optimisation and targeted expansion (in sequential order).

This would include a range of strategies, including reviewing operating hours, strengthening CRC's focus on people aged 50 years and over, improving communication of membership pathways and support services, addressing immediate asset and presentation issues, and (then) exploring the use of nearby Council assets such as DC Bricker Pavilion to relieve space pressure and support service growth.

Preferred Direction

CRC is not a failing facility; rather, it is a well-used and strongly valued Centre that is beginning to outgrow elements of its current operating model and physical environment. Its strengths provide a sound platform for the future, but only through timely, considered action will they be sustained.

The preferred direction is therefore a staged improvement pathway: optimise and strengthen the current model in the short term, test opportunities for expanded delivery and better asset integration in the medium term and commence investigating longer-term capital options that could deliver a more accessible, flexible and fit-for-purpose solution. This approach recognises CRC's ongoing community value while ensuring future decisions remain evidence-based, practical and strategically sound.

1. Introduction

The Caulfield Recreation Centre (CRC) plays an important role in Glen Eira's leisure network, providing accessible fitness and recreation opportunities to a diverse and evolving community. Following the completion of the Carnegie Memorial Swimming Pool (CMSP) redevelopment, this Operational Review (Review) represents a timely opportunity to ensure CRC's programs, services and operating model remain fit-for-purpose, aligned with Council and Glen Eira Leisure (GEL) priorities, and positioned to respond to future demand.

The purpose of the Review is to:

- Develop a clear understanding of CRC's current operational performance, utilisation and service mix.
- Identify strengths, constraints and opportunities within existing programs, services and the operating model.
- Assess current and emerging community demand in the context of demographic change, participation trends and broader health and wellbeing priorities.
- Identify gaps between existing provision and community needs and expectations.
- Explore and assess future service delivery and operational options that are realistic, scalable and aligned with Council and GEL objectives.
- Provide clear, evidence-based guidance to support sustainable participation growth, improved customer experience and enhanced operational efficiency.

1.1 Project Methodology

The graphic below illustrates the methodology used for the review.

Figure 2: Project Methodology

2. Community Demand and Future Needs Analysis

2.1 Strategic Alignment

Glen Eira City Council has a number of service planning and strategic documents that are important linkages to the planning and delivery of leisure and recreation facilities in the Council. The information below summarises the key themes from each document, plan and policy.

2.1.1 Glen Eira Council Plan 2025-2029

The Glen Eira Council Plan 2025-2029 sets out the strategic direction for the municipality over four years, guiding decisions about services, infrastructure, and community outcomes. It is aligned with the long-term Glen Eira 2040 Community Vision, which aims to build an inclusive, sustainable, and connected community.

The Plan is structured around four key strategic directions:

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

Across all areas, the Plan prioritises health and wellbeing, equity and inclusion, community engagement, and evidence-based decision-making, ensuring that services and infrastructure respond to the needs of a diverse and growing population:

- Within the Council Plan, sport and recreation are positioned as essential to achieving community health, wellbeing, and social cohesion outcomes.
- The Plan prioritises increasing active living by supporting recreational opportunities and environments that encourage daily physical activity. This includes investment in parks, open spaces, sports grounds, and leisure facilities, which are identified as highly valued community assets and key enablers of participation in sport and physical activity.
- The Plan also emphasises the importance of accessible and inclusive recreation spaces, ensuring that facilities are designed to support participation by people of all abilities, backgrounds, and life stages.

2.1.2 Get Active - the Future of Recreation and Sport 2019

This document outlines a strategy for planning and managing sport and recreation in Glen Eira to meet growing demand and changing participation trends:

- Population growth and increasing demand are placing pressure on existing facilities, many of which are already near capacity.
- Participation is shifting from organised sport to flexible, informal activities, such as fitness and casual recreation.
- There is a strong need for inclusive and accessible facilities, particularly to support female participation and diverse community groups.

- Limited land availability means future planning must focus on maximising existing spaces, including multi-use facilities and shared infrastructure.

2.1.3 Glen Eira Active Recreation Action Plan 2021

The Active Recreation Plan aims to increase participation in non-competitive physical activity (active recreation) to improve health and wellbeing:

- Glen Eira has limited open space (12m² per person), creating pressure on existing parks and facilities.
- Participation is high in informal activities (walking, running, cycling, fitness), significantly exceeding organised sport participation.
- The Strategy focuses on:
  - Expanding accessible, local recreation opportunities.
  - Developing multipurpose and flexible facilities.
  - Addressing gaps in provision, especially in the north-west (e.g. Caulfield, Elsternwick).
  - Improving activation through programs, partnerships, and promotion.
- Facilities are planned across a hierarchy (local, neighbourhood, municipal) to ensure coverage within 1–2 km catchments.

2.2 Demographic Analysis

Who are we planning for?

This section profiles the population and demographic characteristics of the Glen Eira Council and Caulfield communities.

2.2.1 Project Area

The City of Glen Eira is located in Melbourne's south-eastern suburbs, about 10 kilometres from the Melbourne CBD. The City of Glen Eira is bounded by the City of Stonnington in the north, the City of Monash in the east, the City of Kingston in the south, and the City of Bayside and the City of Port Phillip in the west.

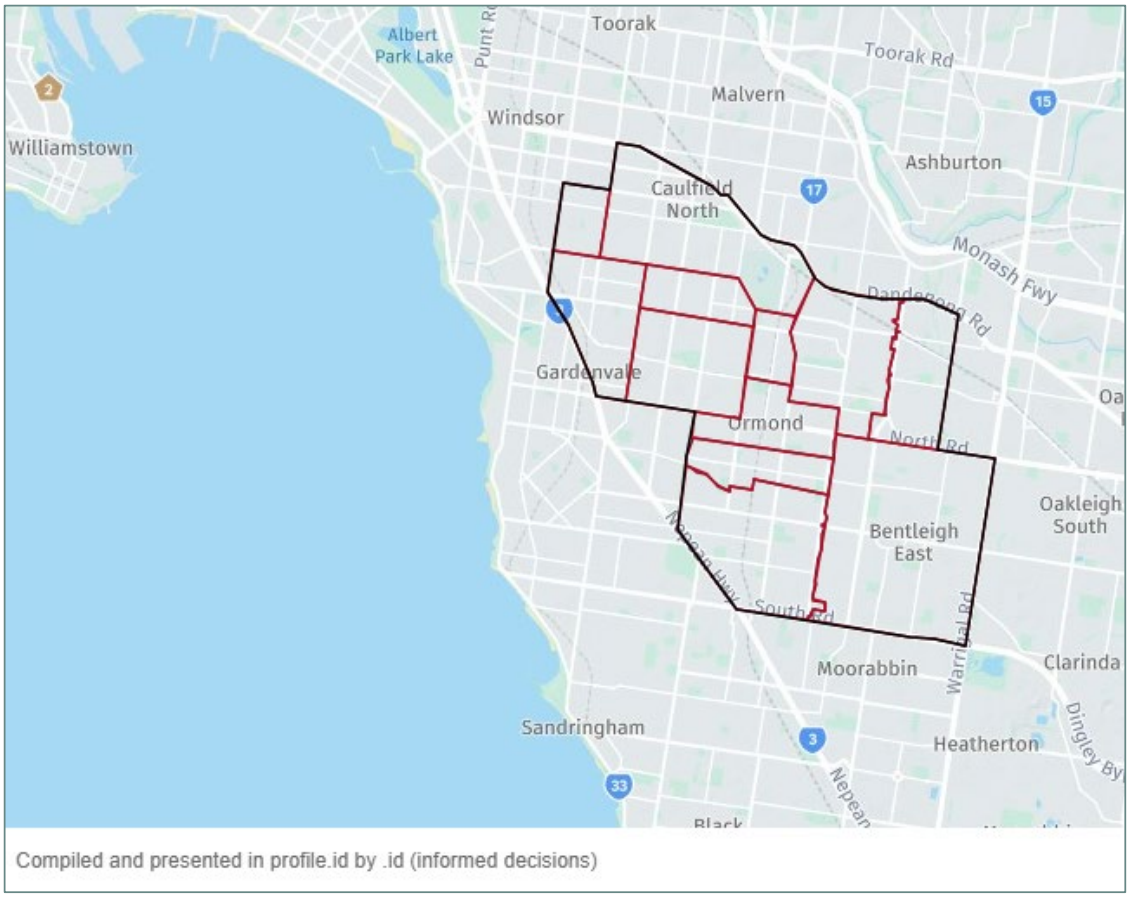


Figure 3: Glen Eira Map

2.2.2 Population[1]

The graph below presents the projected population change in Glen Eira Council between 2021 and 2046.

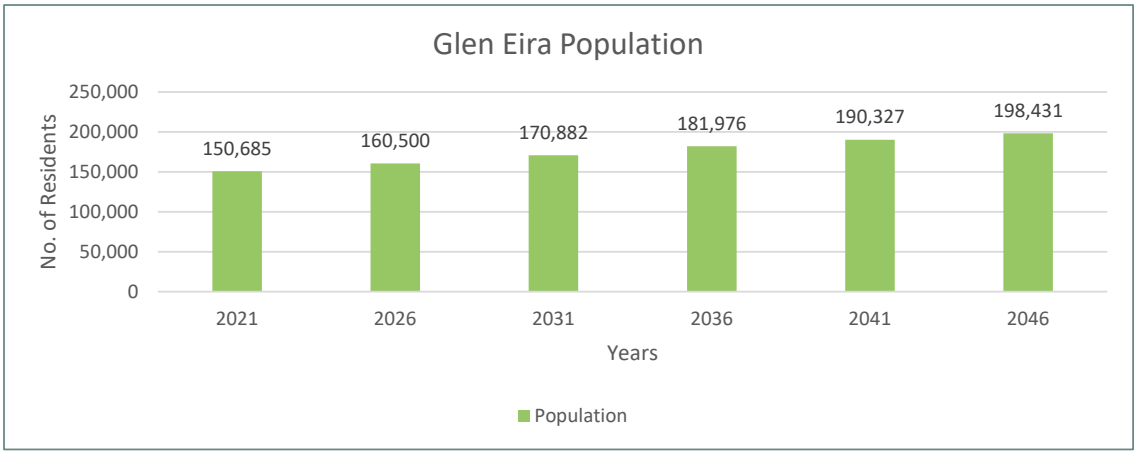


Figure 4: Glen Eira population projections 2021 to 2046

[1] Profile ID is the data source for Population, Age, Diversity, Need for Assistance, Education, Occupation and Disadvantage and Social Capital. At the time of writing, Profile ID uses 2021 Australian Bureau of Statistics (ABS) data.

An analysis of the graph indicates:

- The estimated resident population of Glen Eira in 2026 is 160,500.
- The forecast population for Glen Eira Council is expected to increase to 198,431 by 2046, an increase of 37,931 (23.6%) people in 20 years. This is a modest average increase of 0.11% p/a.

2.2.3 Caulfield[2] Population

The graph below presents the projected population change in Caulfield, Caulfield North, Caulfield East and Caulfield South between 2021 and 2046.

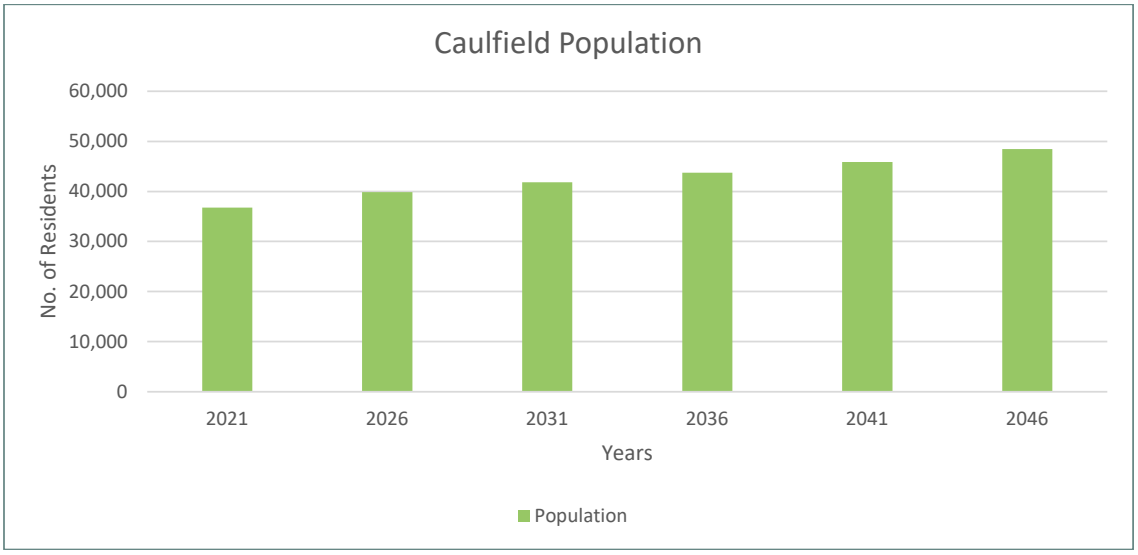


Figure 5: Caulfield population projections 2021 to 2046

An analysis of the graph indicates:

- The estimated resident population of Caulfield in 2026 is 36,746.
- By 2046, this is forecast to increase by 31.9 per cent to 48,485 people, an increase of 11,739 people.

2.2.4 Age

The City of Glen Eira has a relatively balanced age structure, with strong population representation across the working-age groups, particularly those aged 20 to 44 years. While the population continues to grow across all age groups through to 2046, there is a gradual increase in older age cohorts. The proportion of residents aged 65 years and over increases steadily over time, particularly in the 75+ and 85+ age groups, reflecting an ageing trend in the municipality.

[2] For the purpose of this section, "Caulfield" includes the suburbs of Caulfield, Caulfield North, Caulfield East and Caulfield South.

Table 1: Glen Eira Council Age Cohorts 2021

City of Glen Eira - Total persons	2026		2036		2046	
Age group (years)	**Number**	**%**	**Number**	**%**	**Number**	**%**
0 to 4	8,743	5.4	9,766	5.4	10,941	5.5
5 to 9	8,502	5.3	9,560	5.3	10,693	5.4
10 to 14	9,473	5.9	9,674	5.3	10,405	5.2
15 to 19	10,477	6.5	10,181	5.6	10,901	5.5
20 to 24	12,358	7.7	14,420	7.9	14,401	7.3
25 to 29	12,036	7.5	15,415	8.5	15,028	7.6
30 to 34	11,552	7.2	13,601	7.5	14,725	7.4
35 to 39	11,829	7.4	12,755	7.0	14,840	7.5
40 to 44	11,420	7.1	12,242	6.7	13,573	6.8
45 to 49	10,038	6.3	11,493	6.3	12,035	6.1
50 to 54	10,020	6.2	10,875	6.0	11,427	5.8
55 to 59	9,501	5.9	9,585	5.3	11,044	5.6
60 to 64	8,115	5.1	9,496	5.2	10,387	5.2
65 to 69	7,004	4.4	8,477	4.7	8,460	4.3
70 to 74	6,144	3.8	7,030	3.9	7,987	4.0
75 to 79	5,690	3.5	6,217	3.4	7,434	3.7
80 to 84	3,397	2.1	5,095	2.8	5,980	3.0
85 and over	4,202	2.6	6,094	3.3	8,171	4.1
Total persons	**160,500**	**100.0**	**181,976**	**100.0**	**198,431**	**100.0**

The table above shows that:

- In 2026, the dominant age structure for persons in City of Glen Eira was ages 20 to 24 years, which accounted for 7.7% of the total persons.
- The largest increase in persons between 2026 and 2036 is forecast to be in ages 25 to 29 years, which is expected to increase by 3,378 and account for 8.5% of the total persons.
- The largest 5-year age group in 2036 is 25 to 29 years, with a total of 15,415 persons.

2.2.5 Caulfield[3] Age Cohorts

Table 2: Caulfield Age Cohorts 2021

Caulfield - Total persons	2026		2036		2046	
Age group (years)	**Number**	**%**	**Number**	**%**	**Number**	**%**
0 to 4	2,158	5.4	2,398	5.5	2,779	5.7
5 to 9	2,147	5.4	2,290	5.2	2,654	5.5
10 to 14	2,290	5.7	2,263	5.2	2,531	5.2
15 to 19	2,665	6.7	2,576	5.9	2,789	5.8
20 to 24	3,235	8.1	3,778	8.6	3,876	8
25 to 29	3,240	8.1	4,033	9.2	4,124	8.5

[3] For the purpose of this section, "Caulfield" includes the suburbs of Caulfield, Caulfield North, Caulfield East and Caulfield South.

Caulfield - Total persons	2026		2036		2046	
30 to 34	2,988	7.5	3,457	7.9	3,889	8
35 to 39	2,946	7.4	3,156	7.2	3,812	7.9
40 to 44	2,643	6.6	2,885	6.6	3,332	6.9
45 to 49	2,152	5.4	2,529	5.8	2,753	5.7
50 to 54	2,236	5.6	2,378	5.4	2,604	5.4
55 to 59	2,113	5.3	2,084	4.8	2,484	5.1
60 to 64	1,819	4.6	2,041	4.7	2,237	4.6
65 to 69	1,754	4.4	1,851	4.2	1,844	3.8
70 to 74	1,774	4.4	1,625	3.7	1,849	3.8
75 to 79	1,777	4.5	1,586	3.6	1,787	3.7
80 to 84	853	2.1	1,351	3.1	1,370	2.8
85 and over	1,096	2.7	1,462	3.3	1,770	3.7
Total persons	**39,883**	**100**	**43,744**	**100**	**48,485**	**100**

The table above shows that:

- In 2026, the dominant age structure for persons in Caulfield was ages 25 to 29 years, which accounted for 8.1% of the total persons.
- The largest increase in persons between 2026 and 2036 is forecast to be in ages 25 to 29 years, which is expected to increase by 793 persons and account for 9.2% of the total persons in 2036.
- The largest 5-year age group in 2036 is forecast to be 25 to 29 years, with a total of 4,033 persons.

2.2.6 Diversity

Analysis of the ancestry responses of the population in City of Glen Eira in 2021 shows that the top five ancestries nominated were:

- English (35,173 people or 23.6%)
- Australian (34,787 people or 23.4%)
- Chinese (13,632 people or 9.2%)
- Irish (13,344 people or 9.0%)
- Scottish (10,169 people or 6.8%).

In combination these five ancestries account for 107,105 responses in total, or 71.92% of all responses.

Analysis of the ancestry responses of the population in the combined areas of Caulfield, Caulfield North/Caulfield East and Caulfield South in 2021 shows that the top five ancestries nominated were:

- Australian (8,615 people or 23.7%)
- English (7,263 people or 20.0%)
- Polish (3,057 people or 8.4%)
- Jewish (2,842 people or 7.8%)
- Irish (2,496 people or 6.9%).

In combination these five ancestries account for 24,273 responses in total, or 66.8% of all responses.

2.2.7 Need for Assistance

Analysis of the need for assistance by residents in the City of Glen Eira in 2021 showed:

- 7,161 people (or 4.8% of the population) in the City of Glen Eira reported needing help in their day-to-day lives due to disability.
- 537 people (or 9.3% of the population) in Caulfield reported needing help in their day-to-day lives due to disability.
- 824 people (or 4.5% of the population) in Caulfield North - Caulfield East reported needing help in their day-to-day lives due to disability.
- 603 people (or 4.9% of the population) in Caulfield South reported needing help in their day-to-day lives due to disability. This was a similar percentage to 2016.

2.2.8 Household Income

An analysis of household income in 2021 showed:

- In the City of Glen Eira, 32.8% of households earned an income of $3,000 or more per week.
- In Caulfield, 33.3% of households earned an income of $3,000 or more per week.
- In Caulfield North - Caulfield East, 33.6% of households earned an income of $3,000 or more per week.
- In Caulfield South, 38.2% of households earned an income of $3,000 or more per week.

2.2.9 Education

An analysis of education levels of Glen Eira residents in 2021 showed:

- 46.4% of people in the City of Glen Eira had a Bachelor or Higher degree qualification, higher than Greater Melbourne. This represents an increase of 10,220 people since 2016.
- 46.0% of people in Caulfield had a Bachelor or Higher degree qualification, lower than the City of Glen Eira. This represents an increase of 364 people since 2016.
- 51.8% of people in Caulfield North - Caulfield East had a Bachelor or Higher degree qualification, higher than the City of Glen Eira. This represents an increase of 1,356 people since 2016.
- 47.5% of people in Caulfield South had a Bachelor or Higher degree qualification, higher than the City of Glen Eira. This represents an increase of 678 people since 2016.

2.2.10 Disadvantage and Social Capital

The Socio-Economic Indexes for Areas (SEIFA) measure the relative level of socio-economic disadvantage and/or advantage based on a range of Census characteristics. A higher score on the index means a *lower* level of disadvantage. A lower score on the index means a *higher* level of disadvantage.

The SEIFA Index of Disadvantage for the City of Glen Eira in 2021 was 1,075. This is a relatively higher score compared to other LGAs in the State.

2.3 Catchment Analysis

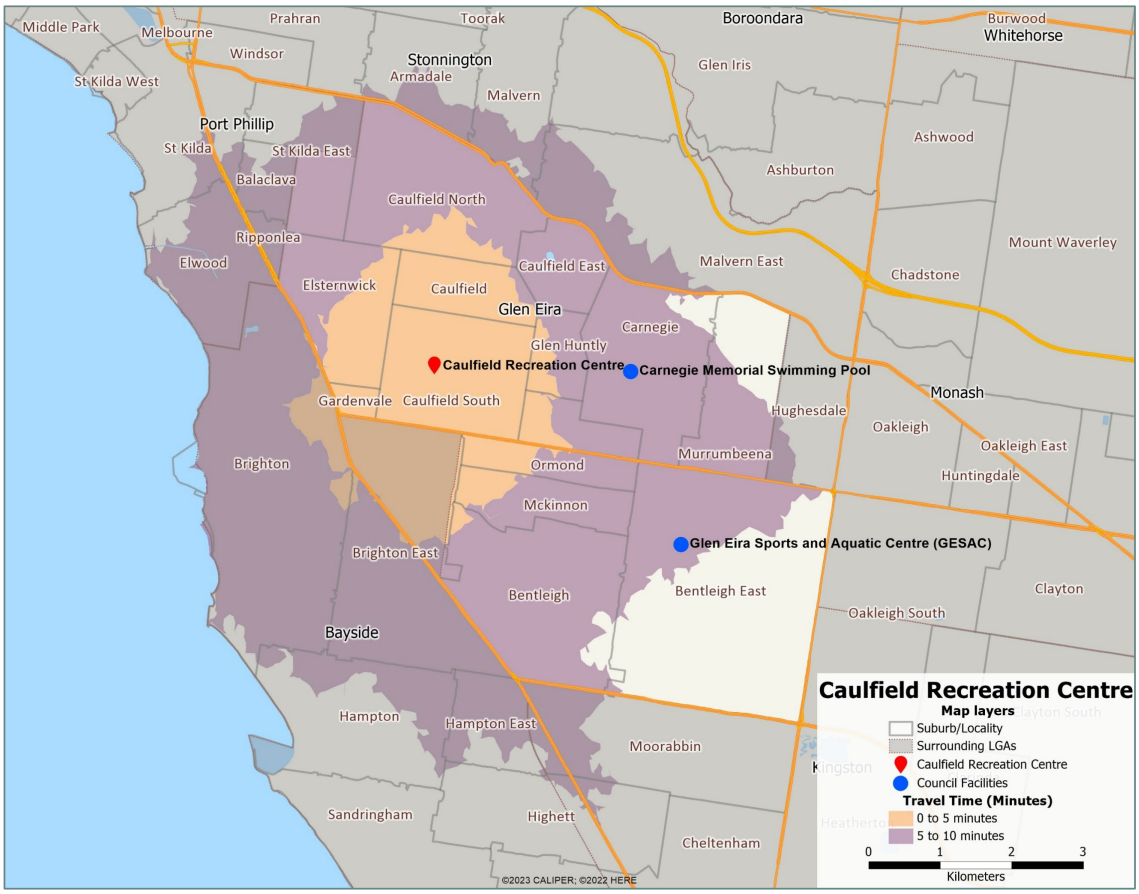


Figure 6: 0-5 and 5-10-minute drive-time catchment from Caulfield Recreation Centre

Analysis of the 0-5 minute and 5–10-minute drive-time catchments from Caulfield Recreation Centre shows that:

- The total population within a 10-minute drive-time catchment is approximately 212,884 people, with 42,009 residents in the 0–5-minute zone and 170,875 in the 5–10-minute zone.
- The catchment has a balanced gender distribution, with females slightly exceeding males across both zones.
- There is a diverse age profile, with strong representation across all life stages:
  - Significant numbers of children and adolescents (0–19 years), supporting demand for junior and family-oriented services.
  - A large cohort of working-age adults (25–54 years).
  - A notable proportion of older adults (55+ years), indicating demand for low-impact and health-focused activities.
- The area contains a high number of family households (approximately 54,839 total).
- Median weekly household incomes are relatively high (around $3,100 per family).

2.4 Key Findings

The key findings of the strategic and demographic review are presented below.

Strategic Alignment

Council policy strongly supports recreation and wellbeing outcomes: Glen Eira's strategic documents consistently position sport, recreation and leisure facilities as important contributors to health, wellbeing, social connection and inclusion.

Demand for flexible and informal recreation is growing: The strategic framework recognises a shift away from traditional organised sport toward gym, fitness, wellness, walking and other informal activities, which aligns well with CRC's current offer.

Accessibility and inclusion are core priorities: Council strategies emphasise the need for accessible, inclusive and equitable recreation opportunities for people of all ages, abilities and backgrounds.

Existing facilities are under pressure: Population growth and increasing participation are placing pressure on current recreation infrastructure, meaning Council will need to optimise and expand use of existing assets.

Multipurpose and adaptable spaces are increasingly important: Strategic documents highlight the need for flexible, multi-use facilities that can respond to changing participation patterns and community expectations.

Caulfield is identified as an area of need/opportunity: The Active Recreation Action Plan identifies gaps in provision in the north-west, including Caulfield, suggesting a strategic rationale for improving or strengthening CRC's role.

Land constraints mean smarter asset use is needed: Limited open space and land availability mean future planning should focus on better use of existing sites, shared infrastructure and integrated facility planning rather than relying on new greenfield expansion.

Demographic Analysis

- **Growing population driving demand:** Glen Eira's population is projected to increase by 23.6% (to ~198,000 by 2046), with Caulfield growing even faster (~32%), indicating sustained demand for recreation facilities and services.
- **Strong demand from young adults**: The largest and fastest-growing cohort is 20–29 years, particularly in Caulfield (linked to Monash University), driving demand for gym, fitness, group exercise, and social recreation.
- **Rising demand from older adults**: A steadily increasing 65+ years population (especially 75+ years and 85+ years) will require more low-impact, accessible activities such as swimming, walking, and health-focused programs.
- **Shift toward informal participation:** Participation trends show a strong preference for flexible, non-organised activities (e.g. walking, cycling, fitness), exceeding traditional organised sport demand.
- **High and diverse catchment demand**: The ~212,000 people within a 10-minute catchment around Caulfield Recreation Centre includes a mix of families, working adults, and older residents, supporting demand for multi-use, all-age facilities.

- **Need for inclusive and accessible services**: A diverse population (cultural diversity + ~5% needing assistance) highlights the importance of equitable, accessible, and inclusive recreation opportunities for all abilities and backgrounds.

3. Current State of Play

This section provides a detailed overview of CRC's existing operations and performance.

3.1 Facility Overview

This section provides an overview of the facility components, hours and key programs and services.

3.1.1 Facility Components

The facility comprises the following components:

- Foyer with customer service desk
- Group fitness studios (x3)
- Cardio room
- Gymnasium (first floor)
- Amenities.

The following images show the facility's floor plans.

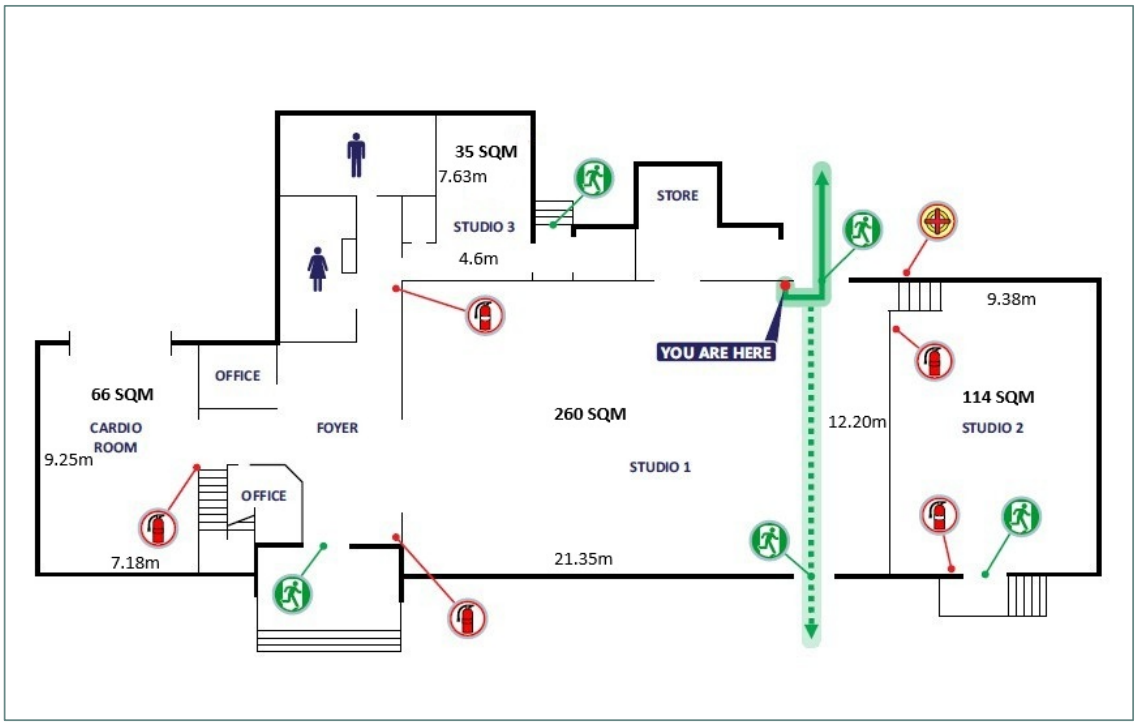


Figure 7: CRC Ground Floor Plan

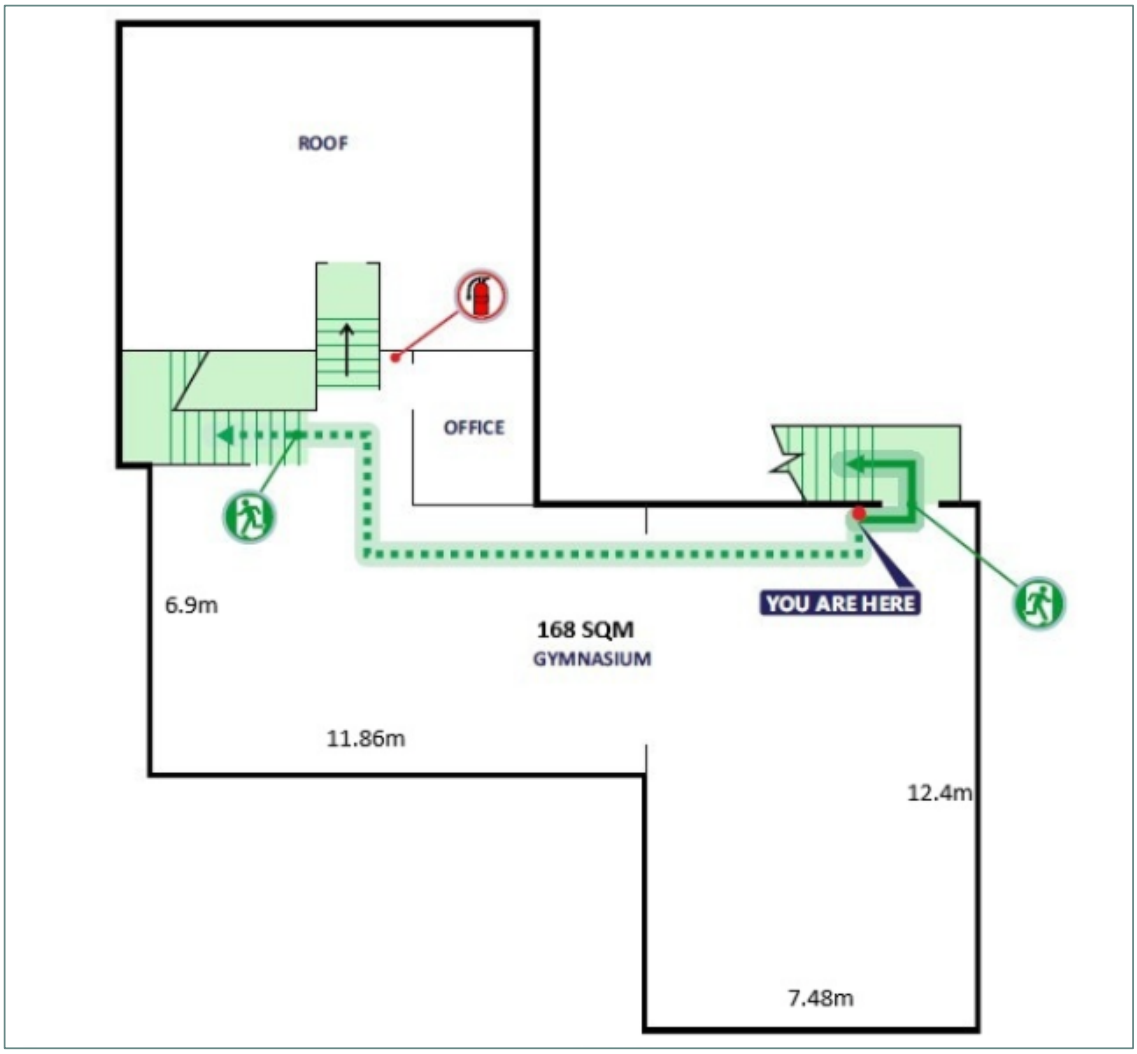


Figure 8: CRC First Floor Plan

The floor plan demonstrates that the 168m^2 gym on the first floor could be accommodated in the main studio on the ground floor, if required.

3.1.2 Operating Hours

CRC operating hours are noted in the table below.

Table 3: CRC Operating Hours

Day	Operating Hours
Monday - Thursday	6:00am – 1:00pm 3:30pm – 8:00pm
Friday	6:00am – 1:00pm 3:30pm – 7:00pm
Saturday, Sunday and Public Holidays	8:00am – 1:00pm

The facility is generally open 66.5 hours per week.

3.1.3 Key Programs and Service Offerings

Memberships

There are two main membership options available at CRC, detailed in the table below.

Table 4: CRC Membership Options

	Membership Types			
1. Glen Eira Leisure	GEL Gold 12-month minimum term	GEL Gold 14-day minimum term	GEL Gold Concession 12-month minimum term	GEL Gold Concession 14-day minimum term
	$26.50 per week	$30.50 per week	$23.50 per week	$27.50 per week
	Gold Membership is the best value for money. Members have access to Glen Eira Sports and Aquatic Centre (GESAC), including the Health Club, Group Fitness classes, the Aquatics area, Spa, Sauna & Steam room as well as Carnegie Memorial Swimming Pool and Caulfield Recreation Centre. Group exercise classes include their state-of-the-art Cycle studio - the Bike Lab and Pilates by GEL Reformer studios.			
2. Caulfield Recreation Centre	CRC Gold	CRC Gold Concession	CRC Activate (over 60 years)	CRC Rising Star (14-17 years)
	$17.50 per week	$14.75 per week	$15.00 per week	$13.00 per week
	Based at CRC, members have access to all facilities and group fitness classes at the Centre (Pilates by GEL not included).			

Group Fitness

The following images show the current group fitness timetable that commenced on Monday, 13 April 2026.

STUDIO ONE							
	MON	TUES	WED	THURS	FRI	SAT	SUN
6.05am	Virtual BodyPump		Virtual BodyPump	Virtual BodyCombat	Virtual BodyBalance		
7.00am			Virtual Les Mills Core		Virtual Les Mills Core		
7.15am		HIIT			HIIT		
8.30am	Mat Pilates & Barre	BodyPump	Activate Strength	Activate Strength	Mat Pilates	BodyPump	
9.30am	Zumba	Activate Strength	Mat Pilates	Zumba	BodyPump	Zumba	BodyStep
10.30am	LivingStronger	LivingStronger	Barre	Pilates/Barre	Dance	Mat Pilates	Yoga
11.30am		Qi Gong	LivingStronger				
5pm	Virtual Core		Mat Pilates	Virtual BodyPump			
6pm	Zumba	Pilates	Bollywood	Zumba			
7pm				Virtual BodyPump			

Figure 9: CRC Timetable – Studio One

Including virtual classes, there are 38 group fitness classes per week.

CYCLE							
	MON	TUES	WED	THURS	FRI	SAT	SUN
6.05am		Virtual RPM					
7am	Virtual RPM	Virtual RPM		Virtual Sprint			
8.30am						Virtual RPM	
9.30am	Virtual RPM	Virtual Sprint	Virtual RPM	Virtual Sprint	Virtual RPM		Virtual RPM
10.30am		Virtual RPM	Virtual RPM				
6pm	Virtual RPM	Virtual Sprint		Virtual RPM			

Figure 10: CRC Timetable – Cycle

There are 16 virtual cycle classes per week. Anecdotally, these classes are not well attended, and the small 35m^2 studio may present an opportunity to increase the change room space in the future.

REFORMER							
	MON	TUES	WED	THURS	FRI	SAT	SUN
7.30am		Progression					
8.30am		Foundation	Foundation	Foundation	Progression	Foundation	Progression
9.30am	Foundation	Progression	Foundation	Foundation	Foundation	Progression	
10.30am	Progression	Foundation	Progression	Progression	Advanced		Foundation
11.30am	Activate						
5pm	Foundation	Foundation		Progression			
6pm	Foundation		Progression	Progression			
7pm	Progression	Progression	Foundation	Foundation			

Figure 11: CRC Timetable - Reformer

The above timetable shows that there are 30 Reformer Pilates classes per week. A site tour of the Pilates studio indicated an opportunity to increase the number of reformer beds. This opportunity should be investigated and implemented if feasible.

Other Programs

Cardio Equipment

- Treadmills
- Bikes
- X-trainers
- Rowers
- Cable machine
- Dumbbell stack

- Stretching area.

Training Equipment

- Wall mounted racking system
- Dual cell squat rack
- TRX's (suspension training)
- Gymnastics ring
- Medicine balls
- Wall balls
- Kettlebells.

Health Club Consultation

Health Club Consultations are designed to help members make the most of their memberships and achieve the best results from their workouts. During the initial consultation, members will meet with one of the gym instructors who will:

- Complete a health screening and fitness questionnaire.
- Design a personalised full-body program tailored to the user's goals.
- Use the advanced body composition scanner to capture baseline measurements, including:
  - Body fat
  - Muscle mass
  - Bone mass
  - Basal metabolic rate.

Instructors guide participants through the program, demonstrating proper technique and explaining the benefits of each exercise.

After 8–12 weeks, it is recommended that members book a reassessment to track their progress and update their program.

Personal Training

Personal Training is offered at CRC. It is seen as a program for those wanting to challenge their strength and fitness, lose weight or benefit from ongoing support and motivation.

The following image shows the options available.

Figure 12: Personal Training Options at CRC

3.2 Financial Performance

This section details the financial performance of the CRC between the 2023/24 and 2025/26 financial years (noting 2025/26 data is forecast, not actuals).

3.2.1 Overall Financial Performance

Table 5: CRC Overall Financial Performance 2023/24 to 2025/26

	2023/24	2024/25	2025/26 (forecast)
Income	$583,353	$642,270	$701,838
Expenditure	$752,987	$797,617	$817,628
Total	**-$169,634**	**-$155,347**	**-$115,790**

The above table, which includes Reformer Pilates performance (refer section 3.2.4), indicates that the net centre deficit has improved year on year over the past three financial years (noting that 25/26 is a forecast, not actuals). Using only actuals, the Centre operated at an average deficit of -$207,887 in 23/24 and 24/25.

3.2.2 Income

Table 6: CRC Income 2023/24 to 2025/26

Item	2023/24	2024/25	2025/26 (forecast)
Room Hire	$2,383	$1,757	$1,639
GEL Membership	$288,914	$323,486	$359,429
Gold Membership	$116,511	$118,012	$135,065
Gold Concession Membership	$45,736	$49,379	$52,859
Activate Membership	$66,185	$89,504	$91,995
Junior Membership	$24,989	$30,644	$29,396
Bulk Visit Passes	$4,893	$3,084	$1,758
Casual Gym	$1,499	$2,279	$2,559
Casual Group Exercise	$1,851	$1,871	$1,973
Personal Training	$15,445	$4,682	$6,538
Starter Packs	$990	$720	$1,170
Group Fitness Bulk Visit	$394	$0	$1,393
Activate Bulk Visit	$18,456	$16,851	$16,065
Total Income	**$583,353**	**$642,270**	**$701,838**

The above table indicates:

- Income is trending positively across the three financial years, with a percentage increase of 20.31% forecast from 2023-24 to 2025-26.
- GEL memberships account for the largest income driver, which is highly driven by the GEL reformer program offering at CRC. This followed by Gold Memberships.

3.2.3 Expenditure

Table 7: CRC Expenditure

Item	2023/24	2024/25	2025/26 (forecast)
Salaries and Wages	$491,779	$516,801	$541,824
Salaries - Overtime	$295	$310	$326
Superannuation	$64,837	$68,188	$71,860
Annual Leave (Includes Loading)	$9,998	$10,515	$11,081
WorkSafe Levy	$9,318	$9,799	$10,328
Long Service Leave	$7,703	$8,101	$8,537
Training and Development (Taxable)	$2,030	$2,135	$2,250
Tea/Coffee/Bottled Water	$0	$0	$250
Cleaning Materials	$11,997	$13,297	$17,290
Chemicals	$0	$0	$845
First Aid/Safety Equipment	$18	$396	$625
First Aid/Safety Equipment – GST Free	$319	$0	$0
Materials - Sundry	$91	$1,054	$0
Milk	$0	$0	$255
Minor Furniture & Equipment	$4,501	$9,517	$4,271
Promotion Materials	$1,325	$844	$500
Contractor Cleaning	$43,829	$54,950	$37,624
Maintenance – General GST Taxable	$24,637	$34,542	$22,978
Maintenance - Equipment	$1,420	$1,924	$1,250
Electricity – GST Taxable	$6,573	$9,113	$7,885
Gas – GST Taxable	$224	$249	$948
Water	$3,872	$3,573	$3,369
Leasing Expenses and Outgoings Tenant	$46,322	$41,577	$49,322
Licences & Registrations	$20,897	$9,654	$23,011
Miscellaneous Expenses – GST Free	$0	$76	$0
Cash Collection	$1,000	$1,000	$1,000
Total Expenditure	**$752,987**	**$797,617**	**$817,628**

Note:

- Management wages are not included in the above table figures

The above table indicates:

- Expenses have been increasing annually, and are forecast to increase by 8.58% from 2023-24 to 2025-26
- Salaries, wages and on costs account for the largest expense, equating to 76.73% of the total expenses, across the three years.

3.2.4 GEL Reformer Pilates Program

As a key income driver for CRC, this section details the performance of the GEL Reformer Pilates program. To understand performance, the contributions of GEL membership income, wages, and equipment lease expenses for Reformer Pilates have been identified and isolated from Tables 6 and 7 for this section.

Table 8: GEL Reformer Pilates Income and Expenditure

Item	2023/24	2024/25	2025/26 (forecast)
Income			
GEL Membership	$177,880	$200,115	$222,350
Expenditure			
Salaries and Wages	$125,112	$112,601	$100,090
Salaries - Overtime	$75	$68	$60
Superannuation	$16,593	$14,934	$13,274
Annual Leave (Includes Loading)	$2,559	$2,303	$2,047
WorkSafe Levy	$2,385	$2,146	$1,908
Long Service Leave	$1,971	$1,774	$1,577
Training and Development (Taxable)	$520	$468	$416
Leasing Expenses and Outgoings Tenant	$14,322	$14,322	$14,322
Total Expenditure	**$163,537**	**$148,615**	**$133,694**
GEL Reformer Performance	**$44,186**	**$51,500**	**$58,813**

Note:

- No other expenses apart from labour costs and leases have been included for Reformer. Other costs, such as utilities or maintenance, are minor.

The table above indicates that:

- Overall performance is trending positively across the three financial years, with a percentage increase of 30.10% forecast from 2023-24 to 2025-26.
- Income has increased annually by 12.5% and 11.11%, which can be attributed to increasing bed capacity and adding additional classes to the weekly table.

3.3 Memberships and Program Attendances

3.3.1 Memberships

Active Members

The following table details the active members by membership type for the 2022/23 and 2025/26 (July-March only) financial years.

Table 9: CRC Active Members

Active Member Type	2022/23	2023/24	2024/25	2025/26 (Mar)	Total
GEL Memberships					
GEL Activate	22	29	54	100	205
GEL Gold	46	63	93	128	330
GEL Foundation	7	7	7	8	29
GEL Rising Star	1	1	3	4	9
Fitness Passport	10	30	51	65	156

Active Member Type	2022/23	2023/24	2024/25	2025/26 (Mar)	Total
Total	**86**	**130**	**208**	**305**	**729**
CRC Memberships					
CRC Gold	152	193	235	273	853
CRC Activate	81	108	149	167	505
CRC Rising Star	23	36	55	55	169
CRC Group Fitness Only	1	1	1	1	4
Total	**257**	**338**	**440**	**496**	**1,531**
Combined Total	**343**	**468**	**648**	**801**	**2,260**

The table above indicates that in March 2026, there were 496 CRC-specific members and 801 total members (including GEL members visiting CRC).

The table below lists the new members and cancellations each year.

Table 10: CRC New Members and Cancellations

Type	2022/23	2023/24	2024/25	2025/26 (Mar)	Total
New Members	352	447	610	196	1,733
Cancellations	245	326	376	132	1,190

The table above indicates that:

- New members have declined in 2025/26 compared to previous years
- Cancellations have declined in 2025/26 compared to previous years
- Membership growth has been achieved year on year

Retention

Table 11: CRC Member Retention

Month	Mar -22	Jun -22	Sep -22	Dec-22	Mar -23	Jun -23	Sep -23	Dec-23	Mar -24	Jun -24	Sep -24	Dec -24	Mar -25	Jun -25	Sep -25	Dec -25	Mar -26
This year	311	338	344	346	310	389	402	413	434	435	423	432	486	489	480	474	482
Last year	174	203	184	192	188	207	218	231	257	254	259	254	264	261	257	263	302
Retention	56%	60%	53%	55%	61%	53%	54%	56%	59%	58%	61%	59%	54%	53%	54%	55%	63%

The above table shows that the retention rate remains fairly consistent, between 53% and 63%, when compared with previous years' data.

Members by Postcode

The table below details the members by postcode.

Table 12: CRC Members by Postcode

Postcode	Members	Primary Suburb	Postcode	Members	Primary Suburb
3000	3	Caulfield South	3168	1	Melbourne
3001	1	Melbourne	3169	1	Clarinda
3074	1	Thomastown	3181	4	Prahran
3085	1	Macleod	3182	4	St Kilda
3124	2	Camberwell	3183	6	Balaclava
3143	2	Armadale	3184	8	Elwood
3144	2	Malvern	3185	77	Elsternwick
3145	15	Caulfield East	3186	15	Brighton
3148	1	Chadstone	3187	37	Brighton East
3149	1	Mount Waverley	3188	1	Hampton East
3161	53	Caulfield North	3189	5	Moorabbin
3162	314	Caulfield South	3193	1	Black Rock
3163	71	Carnegie	3199	1	Frankston South
3164	1	Caulfield South	3204	75	Ormond
3165	47	Bentleigh East	3216	1	Caulfield
3166	3	Hughesdale	3612	1	Glenhuntly
3167	1	Caulfield South			

The following graph reflects the information in the table above.

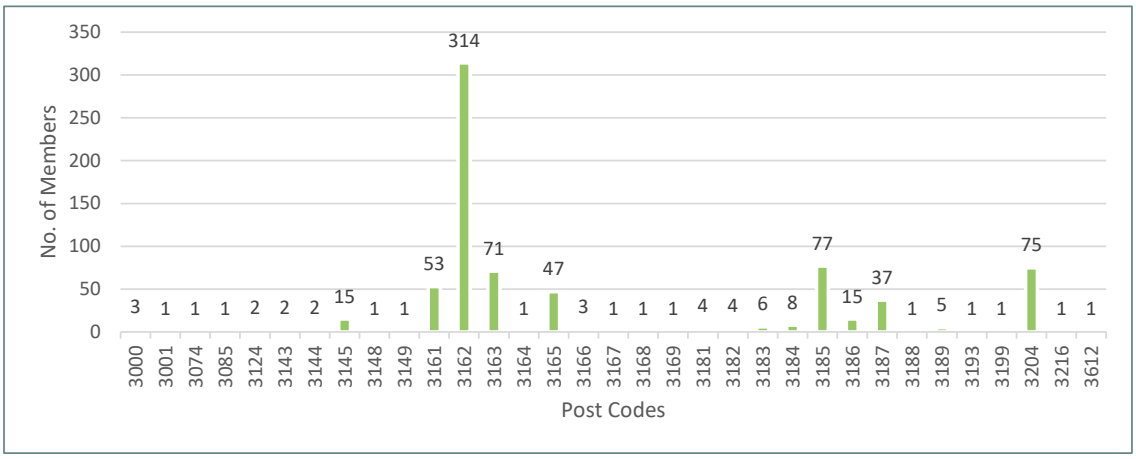


Figure 13: CRC Members by Postcode

The above table and graph show:

- The majority of members (314) come from 3162 (Caulfield South).
- This is followed by 77 members residing in 3185 (Elsternwick), 75 in 3204 (Ormond) and 71 in 3163 (Carnegie).

The following image shows a heatmap of members by postcode:

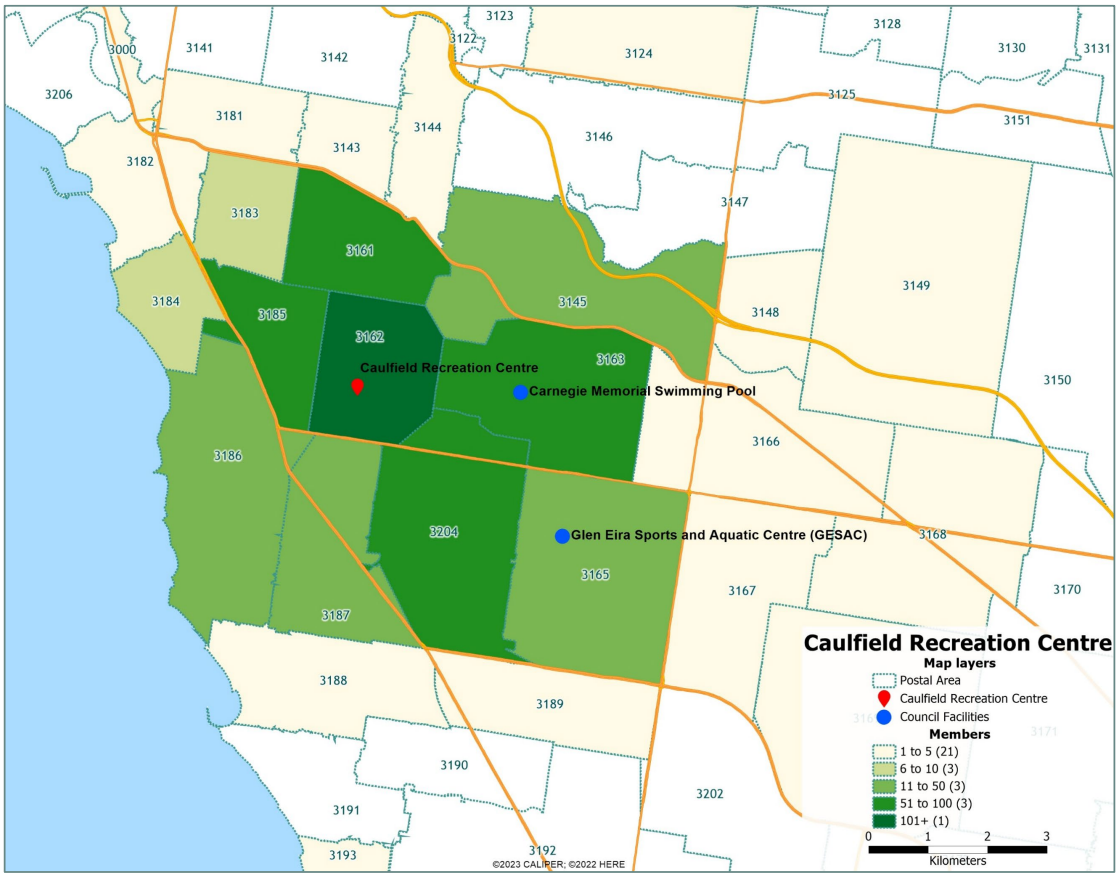


Figure 14: CRC Memberships by Postcode

3.3.2 Centre Attendances

Table 13: CRC Centre Attendances 2022/23 to 2025/26

	2022/23	2023/24	2024/25	2025/26 (April)
Gym	12,072	23,397	25,671	23,619
Cardio room	8,910	17,269	18,947	17,404
Reformer Pilates	6,712	11,956	14,082	12,544
Group Fitness	9,912	17,001	19,651	19,633
Total	**37,606**	**69,623**	**78,351**	**73,200**

People counters were installed at CRC in the final week of November 2022. Additional people counters were installed in the CRC gym and cardio rooms in late January 2026 to improve visitation tracking in these areas. As a result, the figures reported above for these spaces are indicative only and are based on the average share of total visits recorded between February and April 2026.

Attendance for the virtual cycle classes has not been recorded. Anecdotally, these are not very well attended.

3.3.3 Personal Training Sessions

The table below shows that CRC delivered 100 Personal Training Sessions in the 2025/26 period. This is a low figure and may present an opportunity for growth.

Table 14: CRC Personal Training Sessions

	2025/26 (April)
Personal Training Sessions	100

3.4 Staffing

The table below shows the CRC roster. There are two staff rostered on at all times, plus group fitness instructors during designated classes.

Table 15: CRC Staff Roster

Role	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
CRC Shift Supervisor/ H&F Instructor	05:45 - 09:30	05:45 - 09:30	05:45 – 09:30	05:45 - 09:30	05:45 - 09:30	07:45 - 13:05	07:45 - 13:05
CRC Shift Supervisor/ H&F Instructor	09:15 - 13:05	09:15 - 13:05	09:15 – 13:05	09:15 - 13:05	09:15 - 13:05		
CRC Shift Supervisor/ H&F Instructor	15:15 - 20:05	15:15 - 20:05	15:15 – 20:05	15:15 - 20:05	15:15 - 19:05		

The table below shows the remuneration for general and specialised group fitness instructors.

Table 16: CRC Instructor Remuneration

Staff Type	Remuneration per session
Group Fitness	$64.34 - $86.52
Wellness	$72.67 – $86.52
Reformer Pilates	$72.67 – $86.52

3.5 Current State of Play Analysis Key Findings

3.5.1 Current Operational Performance and Utilisation

- Operating hours are concentrated around peak demand windows: open 6:00am–1:00pm and 3:30pm–8:00pm (Monday–Thursday), with a reduced Friday evening close (7:00pm) and shorter weekend/public holiday hours (8:00am–1:00pm), indicating a split-shift model focused on before-work and after-school/after-work periods.
- High weekly program volume supports utilisation across the day: Studio One delivers 38 (29 live, 9 Virtual) classes/week (predominantly mid-morning and pre-midday), the Cycle Studio delivers 16 Virtual classes/week, and Reformer Pilates delivers 30 classes/week—providing a broad spread across early mornings, mid-mornings and evenings.

- Utilisation is strongest in the gym and group fitness streams: annual attendances show the gym is the largest component (23,397 in 2023/24; 25,671 in 2024/25; 23,619 YTD 2025/26 to April), with group fitness also significant (17,001 in 2023/24; 19,651 in 2024/25; 19,633 YTD 2025/26 to April).
- Reformer Pilates has grown strongly and remains a key utilisation driver: attendances increased from 11,956 (2023/24) to 14,082 (2024/25) and remain high in 2025/26 (12,544 YTD to April).
- Membership base has expanded materially over recent years: combined active members grew from 343 (2022/23) to 648 (2024/25) and is tracking at 801 by March 2025/26 (partial year), suggesting sustained demand despite the year-to-date reporting window.
- Member churn appears manageable with stable retention: retention sits consistently between 53% and 63% across reported months, with narrative commentary noting broadly stable performance relative to prior years.
- Financial performance remains in deficit but is improving. Income is increasing (up 18.25% from 2023/24 to 2025/26 forecast), while expenses are increasing at a slower rate (forecast +5.61% over the same period), resulting in a reduced net deficit from $208,927 (2023/24) to $174,604 (2025/26 forecast).
- Cost structure is labour-heavy: salaries, wages and on costs represent 74.91% of total expenses across the three years, reflecting the staffing model required to support split hours and programmed services.
- Staffing is lean but consistent with the service model: rosters indicate two staff on at all times, supplemented by group fitness instructors during scheduled classes—aligning resourcing with peak programmed utilisation rather than continuous high staffing.

3.5.2 Identification of Strengths, Issues and Emerging Trends

Strengths

- Diverse and high-frequency program offer across group fitness, cycle and Reformer Pilates support repeat visitation and provides options for different user segments and time preferences.
- Strong participation in core fitness spaces (gym and group fitness) indicates the facility is well-aligned to demand for flexible, self-directed and instructor-led fitness.
- Growing income base, with memberships the primary revenue driver (GEL memberships and Gold memberships highlighted as the largest contributors), supports improving overall financial outcomes.
- Clear value proposition for multi-site access (via GEL Gold) likely strengthens member acquisition/retention by offering access across multiple facilities and premium inclusions.
- Structured member support offerings (health club consultations and reassessments) provide a pathway for member onboarding and engagement that can improve utilisation and retention.

Issues

- Ongoing operating deficit persists despite improving position, suggesting revenue growth is not yet sufficient to fully offset the cost base.
- Labour-driven cost exposure: with ~75% of expenditure in salaries/wages/on-costs, financial performance is sensitive to wage growth, award changes, backfill, and staffing inefficiencies.
- Compressed weekend and public holiday hours may constrain utilisation growth and revenue capture during potentially high-demand periods for casual users and families.

- Potential volatility in some income lines (e.g., personal training income reduced substantially from 2023/24 to 2024/25 and remains below 2023/24 levels in the forecast), indicating reliance on memberships over ancillary spend.
- Members are frustrated when classes reach capacity, and some expect to be admitted even when sessions are full.

Emerging Trends

- Continued growth in centre utilisation is evident across major components, particularly in gym, group fitness and Reformer Pilates.
- Shift toward boutique-style offerings (e.g., Reformer Pilates) as consistent high attendance streams suggest opportunities to refine timetabling, pricing, and instructor capability to maximise yield.
- Cycling is not performing well, providing an opportunity to better utilise the space to enhance the current offerings to the core demographic is key.
- Geographically concentrated member base (notably postcode 3162) highlights a strong local catchment; targeted marketing and partnerships could support penetration into adjacent postcodes with lower representation.
- Program scheduling skew to mid-morning weekday demand (Studio One's 22 classes between 8:30am and midday) indicates strong daytime utilisation—potentially driven by older adults, flexible workers or local residents—alongside early morning and evening peaks.
- Improving net position through revenue growth suggests momentum; maintaining membership growth while controlling labour costs will be central to achieving break-even.

4. Consultation and Engagement

This section summarises the key findings from an online user survey and stakeholder engagement.

4.1 User Survey

A user survey was conducted in late April and was open for 2 weeks. A total of 498 people completed the survey.

4.1.1 Respondent Profile

The following information provides details on who responded to the survey.

The majority (79.92%) of respondents were female.

Age group that represents the highest percentage of the respondents is 60 to 69 years (31.24%) followed by 70+ years (21.70%).

The predominant postcodes where respondents lived were Caulfield South (21.91%), followed by Brighton East, Caulfield, and Elsternwick (9.53%).

The following tables summaries the user survey respondents' sample for the City of Glen Eira.

Table 17: User Survey Respondent Sample

Category	Sub-group	Number	%
Gender	Women	394	79.92%
	Men	91	18.46%
	Transgender	0	0%
	Non-binary	0	0%
	Prefer not to specify	8	1.62%
Age Range	5 – 10 years	0	0%
	11 – 17 years	3	0.61%
	18 – 29 years	35	7.10%
	30 – 39 years	39	7.91%
	40 – 49 years	43	8.72%
	50 – 59 years	102	20.69%
	60 – 69 years	154	31.24%
	70 years plus	107	21.70%
	I'd rather not say	10	2.03%

Table 18: User Survey Population Statistics

Suburb	Count	%
Bentleigh	20	4.06%
Bentleigh East	20	4.06%
Brighton East	47	9.53%
Carnegie	39	7.91%
Caulfield	47	9.53%

Caulfield East	6	1.22%
Caulfield North	25	5.07%
Caulfield South	108	21.91%
Elsternwick	47	9.53%
Gardenvale	6	1.22%
Glen Huntly	16	3.25%
McKinnon	20	4.06%
Murrumbeena	14	2.84%
Ormond	35	7.10%
St Kilda East	6	1.22%
Other	37	7.51%

Table 19: Intersectionality

Respondent Profile	Count	%
A person with a disability or impairment	24	4.95%
An Aboriginal or Torre Strait Islander Person	0	0%
A person with a non-English speaking background	27	5.57%
LGBTQIA+	12	2.47%
I would prefer not to say	9	1.86%
None of the above	415	85.57%

A review of the survey respondents indicates that:

- More females (79.92%) than males (18.46%) responded to the survey.
- The age group that represents the highest percentage of respondents is 60 to 69 years (31.24%) followed by 70+ years (21.70%).
- The predominant postcodes where respondents lived were Caulfield South (21.91%), followed by Brighton East, Caulfield, and Elsternwick (9.53%).

4.1.2 Survey Response

This section focuses on the survey questions relating to the CRC, the usage and residents' feedback on the services and operational preferences.

Length of Use

Users were asked how long they have been using the Centre.

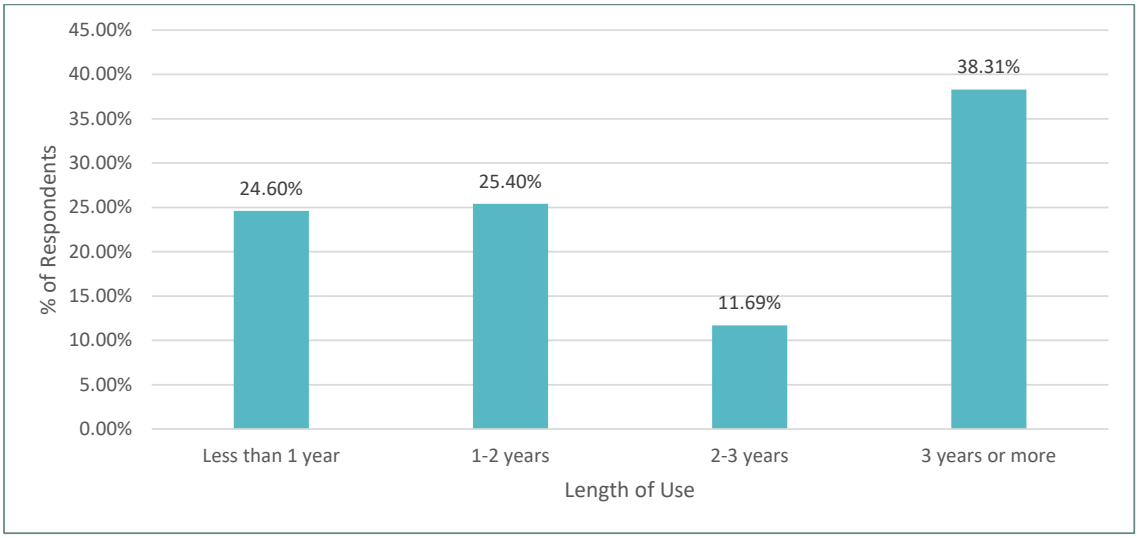


Figure 15: Length of use of the Centre

The graph above shows:

- That 38.31% of respondents have been using the Centre for 3 years or more.
- This is followed by 1-2 years of length (25.40%) followed very closely by less than 1 year (24.60%).
- The least number of respondents (11.69%) have been using the centre for between 2-3 years.

Centre Use

Users were asked what they do at the Centre.

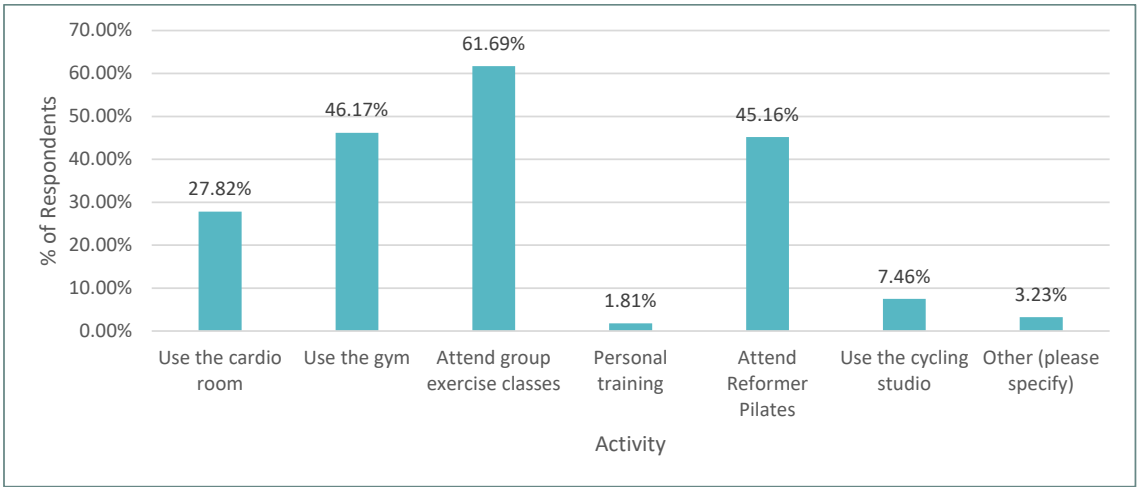


Figure 16: What users do at the Centre

The graph above shows:

- Attendance at group exercise classes is the highest response (61.69%).
- The second highest use of the centre is the gym (46.17%), followed closely by attending reformer Pilates classes (45.16%).
- Personal training is the least popular use of the respondents (1.81%).

Centre Component Ratings

Users were asked how they rate Centre components.

Figure 17: Rating of Centre Components

The graph shows:

- The gym received ratings of good (26.61%) and average (25%).
- The group fitness area received ratings of good (36.09%) and excellent (31.25%).
- Notwithstanding the 'not sure' ratings for cardio room and spin/cycle room, they both received the highest rating of average (7.66%) and good (28.43%), respectively.
- Change rooms/showers were rated good (28.43%), followed by average (25.81%).
- The car parking was rated average (35.28%), followed by good (33.27%)

Membership Type

Users were asked about their membership type.

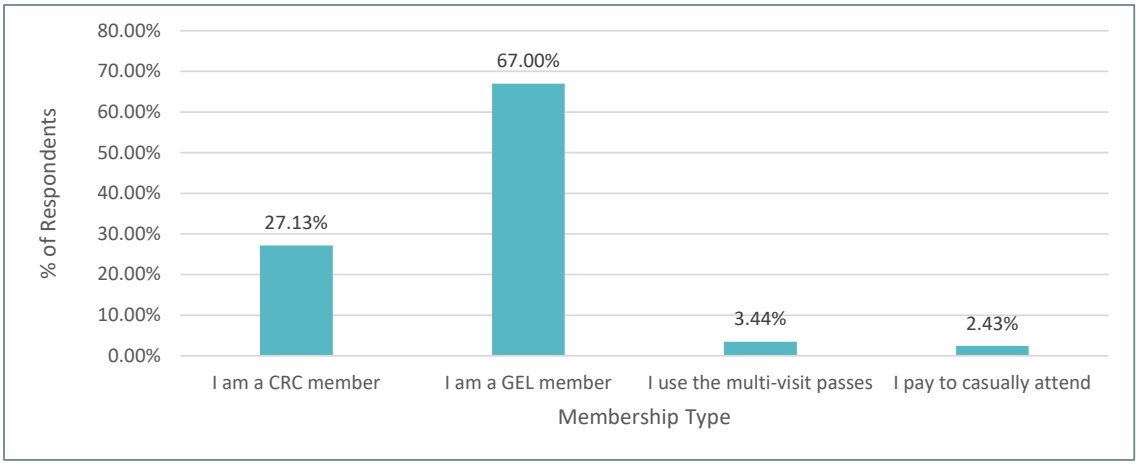


Figure 18: Membership Type

The graph above shows:

- The majority (67%) of respondents are Glen Eira Leisure members.
- Just over one quarter of respondents (27.13%) are Caulfield Recreation Centre members.
- There are very minimal respondents who are not members and use multi-visit passes (3.44%) or pass casually per visit (2.43%).

Frequency of Visitation

Users were asked how often they use the Centre.

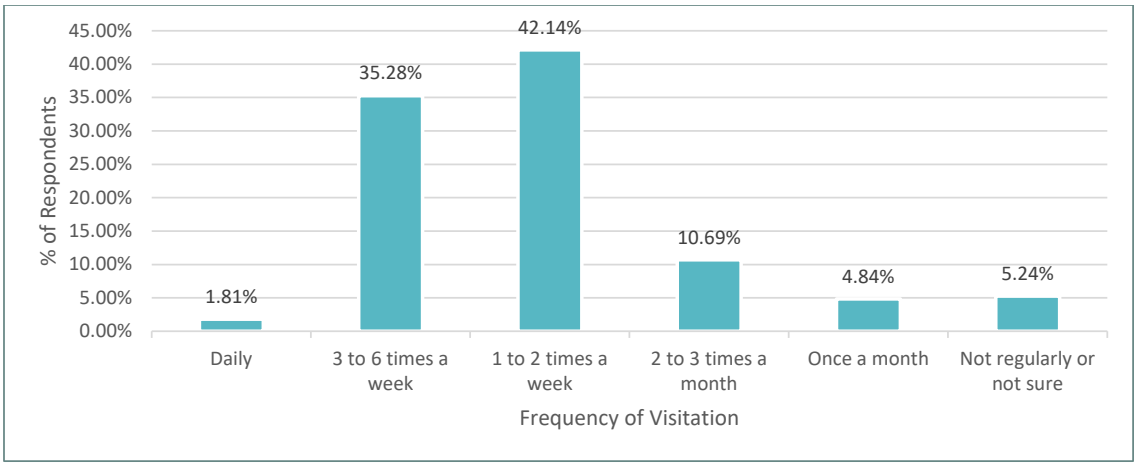


Figure 19: Frequency of Visitation

The graph above shows:

- A large proportion of respondents (42.14% visit the Centre 1-2 times per week.
- This is followed by 35.28% of respondents who visit the Centre 3-6 times per week.
- 1.18% of respondents visit the Centre daily.

Timing of Visitation

Users were asked what days and times they visit the Centre.

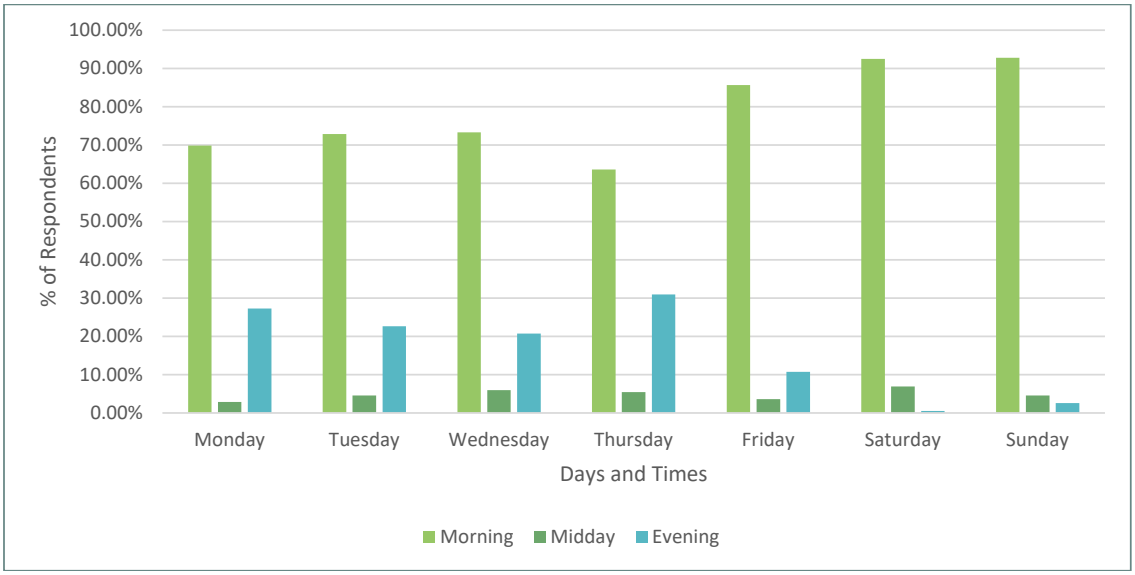


Figure 20: User Days and Times of Visitation

The graph above shows:

- Sunday and Saturday mornings are the most attended times of the week, with 92.81% and 92.51% responses respectively.
- Across the week, midday is the least attended time of the day, with an average of 4.85% of respondents.
- This is followed by 35.28% of respondents who visit the centre 3-6 times per week.
- 1.18% of respondents visit the Centre daily.

Value

Users were asked what they value most about being part of the Centre.

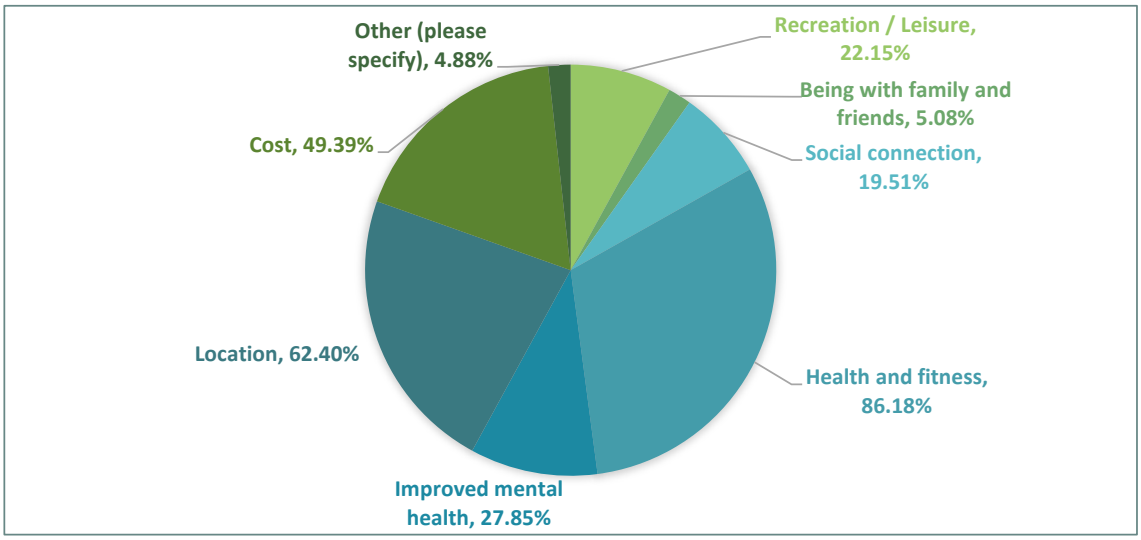


Figure 21: User Values

The chart above shows:

- 86.18% of respondents value health and fitness the most.
- The location of the centre is valued the second highest with 62.40% of respondents.
- The third highest value of respondents (49.39%) is cost.
- This is closely followed by improved mental health (27.85%), recreation and leisure (22.15%) and social connection (19.51%).

User Needs at Centre

Users were asked if they believe the current offerings at the Centre met their needs.

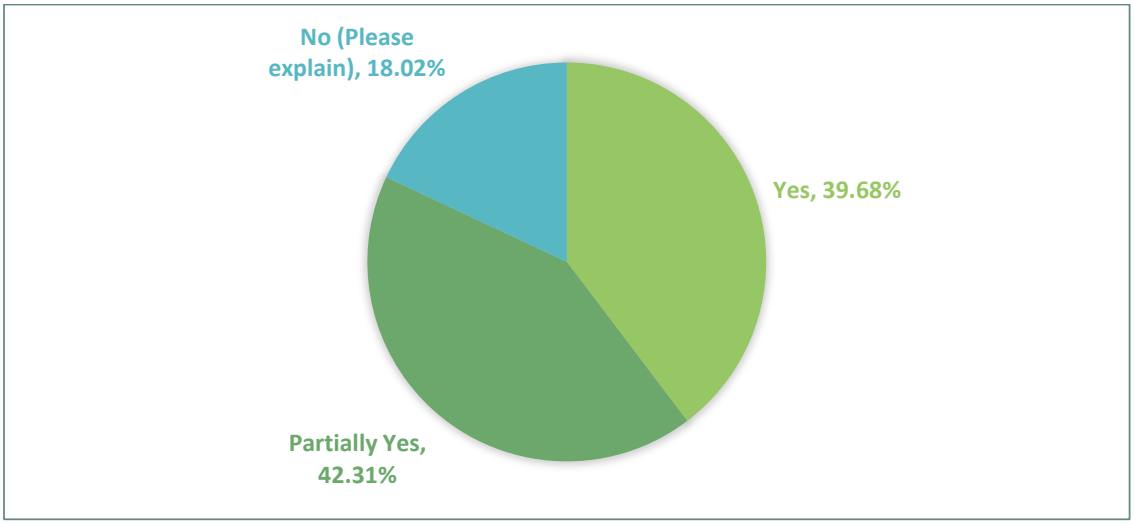


Figure 22: User Satisfaction with Current Offerings

The chart above shows:

- 42.31% of respondents answered partially yes.
- 39.68% of respondents answered yes.
- 18.02% of respondents answered no.
- Comments from those who answered no can be found in **Appendix 1**.

Use of Other Facilities

Users were asked if they use other gyms or leisure facilities.

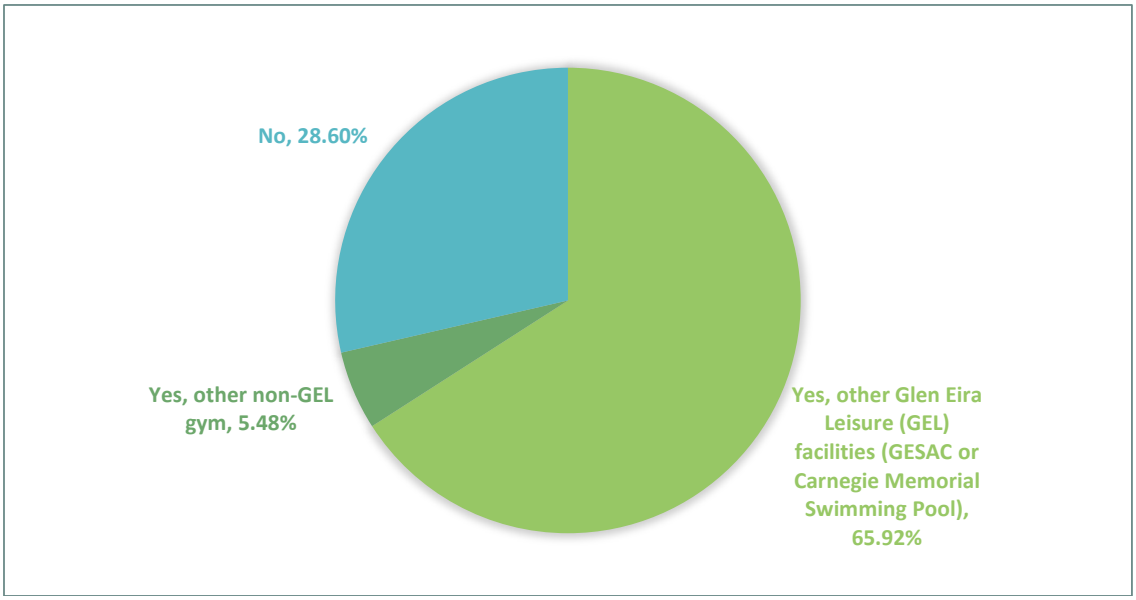


Figure 23: Use of other facilities

The chart above shows:

- 65.92% of respondents answered yes – other Glen Eira Leisure facilities.
- 28.60% of respondents answered no.
- 5.48% of respondents answered yes – other gym facilities that are not owned by the City of Glen Eira.

4.1.3 Key Findings of the User Survey

The key findings of the User Survey are:

Respondent Profile

- Respondents were predominantly women (79.92%) vs men (18.46%).
- The largest age groups were 60–69 years (31.24%) and 70+ years (21.70%).
- Most respondents live in Caulfield South (21.91%), followed by Brighton East, Caulfield, and Elsternwick (each 9.53%).

Length of Use

- 38.31% have used the centre 3+ years.
- 25.40% have used it 1–2 years; 24.60% <1 year; 11.69% 2–3 years.

What users do at the Centre

- Most common: group exercise classes (61.69%).
- Next: gym (46.17%) and reformer Pilates (45.16%).
- Least common: personal training (1.81%).

Ratings of Centre Components

- Group fitness area rated strongly (good 36.09%, excellent 31.25%).
- Gym tended to be good (26.61%) or average (25%).
- Change rooms/showers: good (28.43%), then average (25.81%).
- Car parking: most often average (35.28%), then good (33.27%).

Membership

- 67% are Glen Eira Leisure members; 27.13% are CRC members; casual/multi-visit use is minimal (~5.87% combined).

Frequency and timing

- 42.14% visit 1–2 times/week; 35.28% visit 3–6 times/week; 1.18% visit daily.
- Highest visitation is Saturday and Sunday mornings (noted as 92.51% and 92.81%).

What users value

- Top: health & fitness (86.18%), then location (62.40%), then cost (49.39%).

Needs being met

- 39.68% yes, 42.31% partially yes, 18.02% no.

Use of other facilities

- 65.92% also use other Glen Eira Leisure facilities; 28.60% do not; 5.48% use non-Council gyms.

4.2 Stakeholder Engagement

4.2.1 Focus Group Workshop

Approximately 35 respondents from the User Survey were invited to attend a Focus Group workshop. This session was held on Friday, 8 May 2026, with 10 people ultimately taking part.

During the workshop, attendees were presented with five key questions. The following section outlines the main themes and topics that emerged from the group discussions throughout the session.

What is currently working well at the Centre, and what do you think is driving that?

Staff and service

- Punctual staff and reliable service.
- Excellent, friendly staff and helpful front-desk support.
- Programs and classes.
- High-quality class content and instruction.
- Strong group fitness offering, including Activate classes and great dance options.
- Variety, timing and flexibility of exercise classes.
- Good instructors and well-structured training programs (developed with staff and monitored).

Facilities and equipment

- Gym is a key drawcard; compact layout feels less intimidating.
- Good equipment availability and a reasonable range of equipment (noting newer equipment could increase membership costs).
- Bathroom facilities are clear and accessible.
- Access, convenience and value.
- Bookings process works well; if on a waitlist, members can choose another activity.
- Convenient location and generally good parking.
- Option to use a third location when GESAC and CSMP are full.
- Affordable cost structure and strong value for money (excellent pricing across three facilities).
- Quieter periods make it easier to access machines and equipment.

Atmosphere and community

- Relaxed atmosphere.
- Positive community of people.
- Opportunity to explore, learn and try different activities.

What isn't working as well as it could, and what impact does that have on your experience?

Programs and class access

- Wider range of classes.
- Limited access to popular classes (often booked out), which means members and friends miss out.
- Classes can feel intimidating for new participants; introductory "newbie" sessions could help build confidence.
- Additional integration with GESAC and Carnegie could broaden options and improve access.

Opening hours and holiday operations

- Operating hours are too limited (closed mid-day and weekend afternoons), making it difficult to maintain an exercise routine around other commitments.
- Limited or closed hours on public holidays compared with other centres, forcing people to skip sessions or travel elsewhere.
- Some members would like lunchtime access, particularly those working from home.

Facilities condition and cleanliness

- Bathrooms: too few toilets, cold and cramped, and cleaning standards are not meeting expectations..
- Building and fit-out feel tired (e.g., worn finishes and carpet needing replacement), which is off-putting and creates a perception of lack of care.
- General cleanliness could improve, including evening/night-time cleaning of equipment.

Equipment quality and maintenance

- Gym equipment is ageing and, in some cases, out of date.
- Concerns that equipment is not regularly serviced, repaired or replaced (including in the cardio area), reducing willingness to use it.

- Parking, access and safety.
- Parking is challenging—especially when events are held nearby—and members have raised safety and ease-of-access concerns.
- Consider adding a second accessible/disability parking bay.
- Back section of the gym has haphazard equipment placement, creating potential safety risks.

Staff presence, wayfinding and policies

- Staff could be more visible on the gym floor to support safe use and provide assistance.
- Traffic management could be improved (e.g., a separate scanner for the Pilates studio).
- Membership terms and liability information are unclear; some members report confusion after reviewing the website/agreement.
- Pricing and membership options are perceived as confusing, and some members are unsure how to make maximum use of their membership.

How are your needs and expectations changing, and what do you think the Centre will need to adapt to over the next few years?

Access and opening hours

- Many members want to use the centre more often but need extended hours—particularly mid-day access, longer weekend hours and more consistent public holiday opening.
- Some suggested exploring extended or even 24/7 access, provided it can be managed safely.
- One view noted current hours are adequate, highlighting that preferences vary.

Group fitness supply and scheduling

- Increase capacity for group fitness by providing an additional studio space, enabling more classes and reducing waitlists.
- Expand the range of classes and improve access to popular sessions that currently book out quickly (sometimes with only two days' notice).
- Strengthen schedule planning with more proactive review by staff to respond to demand and support consistent routines (important for some members' wellbeing).
- Introduce more outdoor options (e.g., Qi Gong in outdoor spaces) to diversify the program mix.

Facilities upgrades and amenity

- Improve bathroom and shower facilities, particularly to better support people attending around work hours.
- Plan for refurbishment and ongoing maintenance to address ageing elements of the building and align with standards seen at other GEL facilities and external studios.
- Consider accessibility upgrades (e.g., a lift to the first floor) to meet future needs.

Changing demographics and inclusivity

- Some respondents expect the demographic mix to shift and noted a need to attract younger users, while others value maintaining a strong offering for people aged 40+.
- There is concern that older users may feel intimidated if the environment becomes dominated by younger patrons, suggesting a need for inclusive programming and culture.

Safety, supervision and gym culture

- As the population ages and participation grow, members expect stronger supervision and support from staff to manage safety and reduce risk.
- Improve gym etiquette and reinforce positive shared-use behaviours.
- Review gym programs periodically and ensure members are supported to progress safely.

Membership options and communication

- Simplify pricing and provide more flexible membership options.
- Increase visibility of CRC within the broader GEL network so members better understand what is available and how to make the most of their membership.

What are the future opportunities for program and service delivery in the CRC area?

Programs and classes

- Expand the range and frequency of classes to reduce waitlists and lift participation.
- Introduce more outdoor offerings (e.g., running, cycling and bootcamp sessions).
- Continue and build on low-impact/mind–body classes (e.g., Tai Chi, Qi Gong) and add meditation sessions.
- Increase reformer Pilates availability (additional reformer classes).
- Develop social-club style exercise classes to support connection and motivation.
- Refresh the class mix over time to reflect changing preferences and demographics.

Health education and allied support

- Offer talks and short workshops on health, fitness and longevity (including sessions tailored for users aged 60+ years).
- Provide additional information services and referrals on health, nutrition and physiotherapy.
- Improve member awareness of available support (e.g., remind members they can book a program review every few months).

Facilities, equipment and building upgrades

- Upgrade gym equipment, particularly weight machines and other high-use items.
- Refresh the building with extensive “TLC” and consider new rooms/services aligned with what is available at GESAC and Carnegie.
- Explore additional strength training space (e.g., another gym or weight-machine area between CRC and GESAC) to reduce load on facilities and improve the experience for loyal members.
- Consider fit-out enhancements to support programming (e.g., extending the bar in the group fitness room).

Access and operating model

- Extend opening hours to better meet demand.
- Explore 24/7 access for equipment use, where safe and feasible.
- Introduce a booking system similar to GESAC’s to improve class access and match supply to demand. We note there may be some misunderstanding in this comment as CRC uses the same booking system as GESAC.

- Integration and promotion within GEL.
- Strengthen integration with GESAC and Carnegie to broaden program choice and streamline member access across sites.
- Improve promotion of CRC within the broader GEL network so members understand what's available and how to use it.

Community connection and social spaces

- Establish new or improved social spaces (e.g., a small café or lounge area) to support informal catch-ups after visits.
- Develop activity-based social groups beyond local walking (e.g., hiking groups).
- Recognise strong community interest in keeping the centre operating; new services can help sustain demand and membership.

How does the Centre support overall health and wellness, and how does it help build community connection and belonging?

Health and wellbeing benefits

- Many members report a positive impact on overall health and wellbeing, supported by regular classes and access to facilities.
- Having an affordable, convenient option helps people establish routines and improve fitness (including for those starting from a low base).
- The Centre is seen as a safe, supportive place to exercise, with non-judgemental trainers.
- Routine and regular attendance also support wellbeing for some members.
- Members value having CRC as part of their broader health journey alongside other GEL facilities.

Social connection and belonging

- Some members enjoy the welcoming atmosphere and describe a strong community feel.
- Several respondents have made friends through the Centre and socialise outside of CRC.
- CRC can act as a focal point for locals to exercise and potentially connect with others.

Accessibility and inclusivity

- Affordability and ease of access are key enablers for participation.
- A positive attitude and supportive environment help reduce barriers to joining in.
- Different experiences and barriers to connection
- Not everyone feels connected; some people use CRC as a convenient back-up option rather than a place of belonging.
- A small number of respondents noted that strong "local" familiarity can feel isolating for newcomers.
- Connection may vary by time of day—morning users may experience more community, while evening users can be more individual and task-focused.
- Some members are not seeking community at this stage, but may value it more later (e.g., in retirement).

Opportunities to strengthen wellbeing and connection

- Some feedback suggests there is scope to expand services that support mental health and strengthen community connection alongside the physical offering.

4.2.2 Staff Workshop

A staff workshop was held on Thursday, 30 April 2026, with key leadership staff from GEL. The following key points summarise the discussions that took place during the workshop:

- CRC is highly valued as a community-based, safe and trusted facility, particularly for older adults and women.
- Group exercise, reformer Pilates, and wellness programs are core strengths and frequently operate at or above capacity.
- High-quality instructors and strong member–staff relationships are a key point of difference from commercial gyms.
- The Centre faces significant physical constraints, including accessibility limitations, limited space, ageing infrastructure and car parking challenges.
- Capacity pressures and long-term member entitlement behaviours create operational and staff wellbeing challenges.
- Survey results confirmed high member engagement, strong loyalty, morning-dominant usage patterns and sensitivity to cost.
- CRC plays a critical role as a low-cost access point to health and fitness services, particularly for older adults.
- Emerging trends include demand for mindfulness programs, recovery spaces and instructor-supported functional training.
- There are strong opportunities to expand service delivery through alternative venues (e.g. DC Bricker), partnerships and community programs.

4.2.3 Annual Satisfaction Survey

An annual CRC member satisfaction survey was completed in January 2025. A summary of the findings is detailed in this section. The full report can be found in **Appendix 2**.

Member profile & engagement

- Strong loyalty/retention: 50% of members have been with GEL for 24+ months (plus 16% for 12–24 months).
- High usage frequency: 74% attend 3+ times per week (37% attend 4+ times/week).
- Membership skew: Gold memberships dominate (64%), followed by Activate (28%).
- Demographic concentration: Membership is predominantly female (83%) and older, with ~75% aged 45+ (largest cohorts: 65–74 (27%) and 55–64 (26%)).

Facility usage patterns

- Group fitness is the main draw: 81% use group fitness classes (most popular facility area).
- Gym floor also strong: 58% use the gym floor.
- Members also use aquatic/wellness facilities at other sites (GESAC/CMSP): 35% use pools/slides and 35% use wellness/spa/sauna/steam.

Customer service is a standout strength

- Service ratings are very strong across all dimensions (weighted averages 1.66–2.08 on a 1–5 scale where lower = better).
- Friendliness (1.66) is the standout.
- Wait time (2.08) is the weakest service measure (still positive, but relatively the key improvement point).

Equipment and facility condition are weaker than service

- Gym equipment satisfaction is notably lower (i.e., less favourable) than service scores:
  - Cardio equipment 3.02
  - Free weights 3.27
  - Machine weights 3.39
  - Functional training zone 3.85
- General facilities: Cleanliness is strong (1.91), while maintenance is the main concern (2.13).

Program quality is strong, but timetable timing is a friction point

- 83% attend at least one group class per week.
- Instructor quality is excellent (1.61) (best-rated program dimension).
- Class times are the least satisfying program element (2.17).
- Demand for new/expanded classes: 33% want new classes added; the top requested addition is Reformer Pilates (51%).

Awareness gaps (big opportunity area)

- Health consultations under-utilised: Only 22% had a consultation/program in the last 12 months; 13% didn't know it was offered.
- Support services awareness is very low: Only 18% are aware; 58% said no and 24% unsure.
- Disability support capability: 37% think staff are capable, but 60% responded unsure/N/A, suggesting low visibility/engagement with inclusion supports.

Strong value and advocacy (NPS)

- Value for money is extremely strong: 92% say membership provides value.
- Excellent Net Promoter Score: NPS = +59 (65.4% promoters vs 6.4% detractors) — firmly in the "excellent" range.

5. Demand and Needs Assessment

The following section highlights the key themes related to demand and needs assessment.

5.1.1 Community participation and demand

Participation at CRC is strong and continues to grow, particularly across its fitness-based offerings. Gym and group fitness are the primary drivers of utilisation, with the gym recording the highest year-on-year attendance, supported by significant and growing participation in group fitness and consistently strong demand for reformer Pilates. Survey findings reinforce this program-led demand profile, with group exercise classes identified as the most common activity among respondents (61.69%), followed by gym use (46.17%) and reformer Pilates (45.16%), highlighting the central role these services play in meeting current community needs.

Demand is anchored in a local, loyal catchment

Demand for CRC is strongly anchored in a local and loyal catchment. Membership and survey findings indicate repeat use and sustained loyalty, with 38.31% of survey respondents reporting they have used the Centre for more than three years, and many members attending between one and six times per week. Respondents are also concentrated in Caulfield South and surrounding suburbs, consistent with the broader postcode analysis, which indicates that CRC is serving a strong, localised market.

Participation is shaped by time-of-day preferences

Participation patterns show that community demand is closely tied to time-of-day preferences. Morning and weekend periods are the busiest, with weekend mornings the highest-visit period, while midday is consistently the least attended part of the day (the Centre is closed between 1-3:30pm). Current timetabling reflects this demand profile, with weekday programs weighted toward morning and late afternoon or evening peaks.

5.1.2 Future Needs

The clearest future need emerging from community feedback is greater access, particularly regarding hours and the consistency of availability. Across focus groups and survey commentary, the strongest signals point to demand for midday access, longer weekend hours and more consistent opening on public holidays. There is also some interest in exploring extended or 24/7-style access, provided safety and supervision can be appropriately managed. Together, these signals suggest CRC may need to evolve from a peak-only operating model toward a more flexible and routine-friendly access model, particularly for people working from home, those with irregular schedules and weekend users seeking longer activity windows.

More program capacity & variety (especially in high-demand classes)

There is also a clear demand for greater program capacity and variety, particularly in high-demand classes. Feedback indicates a need for additional studio capacity, more frequent sessions for popular programs, and improved scheduling and responsiveness. Reformer Pilates stands out as a key future growth area, with survey findings showing high usage and strong demand, while staff workshop feedback noted that reformer classes frequently operate at or above capacity and that there is a clear desire to expand availability.

Facility amenity & upgrades to support an ageing, loyal market

Given the current respondent profile, which is weighted toward older adults and women, future needs increasingly relate to improved amenity and accessibility. Key priorities include more toilets, accessibility upgrades such as a lift, a more comfortable, contemporary environment comparable to other GEL sites, and improved safety and equipment maintenance to support user confidence and ongoing participation.

5.1.3 Emerging Opportunities

Program growth opportunities

Boutique and instructor-led formats such as reformer, cycle, mindfulness and other low-impact offerings show strong and continuing demand, creating clear opportunities for growth. These programs could be expanded through schedule optimisation, the use of alternative venues such as DC Bricker, and partnerships or outreach delivery models that help relieve pressure on the current building footprint.

Health, wellbeing and longevity programs (especially for 60+)

Users identify health and fitness as the strongest source of value, with 86.18% nominating it as most important, and there is growing interest in services that extend beyond traditional fitness provision. This includes low-impact and mind–body programs such as Tai Chi, Qi Gong and meditation, as well as health education, longevity-focused sessions and recovery-oriented offerings. Collectively, these trends suggest an opportunity to position CRC more strongly as a healthy ageing and community wellness hub.

Strengthening community connection as a service feature

CRC is widely seen as a positive, community-oriented environment, and there is an opportunity to further strengthen this role through service design. Workshop feedback suggests that informal social spaces, such as a café or lounge area, together with social exercise groups, could enhance connection, support retention and increase visitation, particularly among older user groups for whom social engagement is an important part of participation.

5.1.4 Emerging pressures on service provision

Capacity pressures are already occurring in core programs

Capacity pressure is already evident in CRC's core programs. Focus group feedback indicates that high-demand classes are frequently booked out, while the staff workshop highlighted the operational impacts of capacity pressure and increasing entitlement behaviours on both service delivery and staff wellbeing. These issues are compounded by the physical limits of the current building, which restrict the Centre's ability to scale supply within its existing footprint.

The opening hours model is misaligned with evolving demand

The current operating model, which includes midday closures, limited weekend afternoons and reduced holiday access, is increasingly misaligned with evolving demand. These limitations are repeatedly identified as barriers to participation, particularly for people managing work commitments or trying to maintain consistent exercise routines. This creates a strategic tension for CRC: expanding access is likely to increase operating costs, but maintaining limited hours may constrain participation growth and reduce the Centre's ability to respond to changing community expectations.

Ageing facility and equipment issues may suppress participation growth

Ageing facilities and equipment also pose a growing risk to future participation. Users have raised concerns about ageing equipment, maintenance and servicing, the number of toilets available in peak periods, and the broader building environment. If these issues are not addressed, there is a risk that currently strong demand could begin to weaken as amenity, comfort and perceived quality fall short of expectations.

Financial and staffing pressures constrain service expansion

Financial and staffing pressures remain a key constraint on service expansion. As noted elsewhere in the review, CRC continues to operate in deficit and has a labour-intensive cost structure, with approximately 75% of expenditure related to staffing. Any expansion of hours or program capacity, therefore, needs to be

carefully balanced against staffing availability, wage growth pressures and the broader sustainability of the operating model.

6. Facility and Asset Considerations

The current CRC facility configuration supports several of the Centre's core services, but it also presents important constraints that will affect future service planning and asset decision-making. The considerations below summarise how the facility currently supports service delivery, where space, layout and asset condition create operational limitations, and where there may be opportunities to better leverage other Council assets.

How the current configuration supports existing and future services

CRC's smaller scale, familiar layout and community-oriented setting support its current role as a local, lower-cost health and wellbeing facility. The Centre appears to work particularly well for existing loyal users, including older adults, who value convenience, affordability and a less intimidating environment than larger fitness centres. The current configuration also supports key elements of the service mix, particularly group fitness, gym-based exercise and community health and wellbeing participation. However, the existing footprint is less well suited to future service growth, broader accessibility outcomes and a more flexible mix of programs over time.

Operational limitations related to space, layout and asset condition

Several operational limitations are evident regarding space, layout, and asset condition. The first-floor gym creates a significant accessibility constraint and limits equitable access to a core component of the service. The current layout also reduces operational efficiency by constraining circulation, supervision, member flow and the ability to separate or better organise activities. In addition, the existing footprint provides limited flexibility to expand high-demand programs or reconfigure spaces to better align with contemporary participation patterns. Asset condition issues, including ageing finishes, amenities and equipment, also affect customer perceptions of quality and point to a growing need for renewal and upgrade. Car parking and site access remain additional operational constraints, particularly during peak periods and nearby event activity.

Opportunities to better leverage existing Council assets

There may be opportunities to better leverage existing Council assets, including nearby facilities such as DC Bricker and other Glen Eira Leisure sites, to address some of CRC's physical and operational constraints. This could include using alternative or complementary spaces to improve accessibility, increase program capacity, reduce pressure on the existing CRC footprint and support a more integrated service model across the network. These considerations provide an important context for assessing the extent to which CRC is fit-for-purpose now and into the future, and for identifying the most appropriate operational and capital responses.

6.1 Facility and Asset Key Findings

- CRC plays an important local role, particularly for existing loyal users and older adults.
- The current facility limits long-term optimisation, especially in accessibility, flexibility and service growth.
- Built form and asset issues are affecting service efficiency and user experience and are unlikely to be resolved through minor operational changes alone.
- Targeted renewal or capital intervention is likely to be required for CRC to become fit-for-purpose.
- There is an opportunity to consider CRC within a broader network and asset optimisation approach, including the use of nearby Council assets.

7. Gap Analysis

This section identifies gaps between current service provision and community needs to inform future planning, investment, and operational improvement. It assesses service performance, relevance, and delivery constraints.

The gap analysis was informed by:

- Participation and utilisation data
- Community feedback
- Demographic analysis
- Operational review.

7.1 Assessment

The table below articulates the gap analysis using a problem statement and evidence-based rationale framework.

Table 20: Gap Assessment

Problem	Evidence	Implication
Operating hours are not well aligned to contemporary patterns of use	CRC currently closes during the middle of the day and offers limited weekend and public holiday hours, despite user feedback indicating demand for lunchtime, weekend afternoon and more consistent holiday access. Morning periods are highly valued, while the current split-day operating model limits flexibility for people working from home or balancing other commitments.	The current hours constrain participation growth, reduce convenience for existing and potential users, and limit CRC's ability to respond to changing patterns of work and recreation. Any increase in the number of total weekly operating hours under the current staffing model will increase expenditure (wages) and net operating deficits, and needs to be considered in the broader financial context.
The facility's ageing and inaccessible built form and constrained car parking limit service delivery	CRC has identified accessibility limitations, ageing infrastructure, tired finishes, constrained amenities and a first-floor gym without equitable access. Feedback also highlights concerns about the number of toilets during peak periods, comfort, layout, and overall presentation, as well as insufficient car parking during peak periods.	The facility's physical condition and configuration reduce inclusiveness, constrain future service options, and create a growing mismatch between the centre and contemporary community expectations.
CRC's service mix is strong in key areas but overly dependent on a narrow range of offers	Group exercise, gym use and reformer Pilates dominate participation and are consistently identified as the Centre's main strengths. At the same time, there is limited evidence of broader program diversity. Noting program diversity is somewhat hampered by high demand for older adult-specific	An over-reliance on a narrow service mix limits CRC's resilience, reduces its ability to attract new users, and may, over time, constrain its relevance to broader community segments.

Problem	Evidence	Implication
	programs and a history of poor uptake of new programs that don't meet the needs of this dominant demographic.	
High-demand programs are operating under access pressure	Group exercise and reformer Pilates are repeatedly described as highly popular, with classes frequently at capacity and users reporting difficulty accessing preferred sessions. Demand for additional reformer Pilates and expanded class choice also emerged through survey and stakeholder feedback.	Capacity pressure in popular programs may lead to missed participation, reduced customer satisfaction and lost opportunities for membership growth and revenue optimisation.
The quality and condition of some equipment and amenities no longer meet user expectations	Survey findings and workshop feedback identify ageing gym equipment, concerns about maintenance and servicing, and mixed perceptions of change rooms, bathrooms and cleanliness. Members also noted that parts of the fit-out feel tired and could benefit from renewal.	If left unaddressed, declining perceptions of quality may weaken the customer experience, reduce competitiveness with other facilities, and contribute to member dissatisfaction over time.
CRC's role within the broader Glen Eira Leisure network is not clearly defined	The Centre is valued as a smaller, community-based and lower-cost facility, particularly by older adults and loyal existing users, but feedback also suggests confusion about CRC's point of difference, membership value and how it complements GESAC and Carnegie.	Without a clearer service identity and positioning, CRC risks duplicating aspects of the broader network, limiting strategic focus, and reducing its ability to target priority user groups effectively.
Membership pathways, support services and value-add offers are not always well understood	A relatively small proportion of members appear aware of health consultations and wider support services, and stakeholder feedback indicates confusion around membership options, entitlements and how to make best use of the broader GEL offer.	Poor visibility of support services and membership pathways may reduce take-up, limit perceived value, and weaken CRC's ability to deepen engagement and retention.
The current staffing and supervision model supports basic operations but may not be sufficient for future needs	CRC generally operates with a lean staffing structure, with two staff rostered at all times plus instructors. Feedback also points to a desire for stronger gym-floor visibility, more proactive support and closer monitoring of safety, etiquette and member progression.	While the current model may be adequate for existing operations, it may constrain service quality, member support and safe growth if participation expands or the operating model becomes more complex.
CRC is highly valued by older adults, but its future relevance to changing demographics is uncertain	Survey results show that the strongest representation among users is from older age cohorts, and CRC is seen as particularly welcoming for older adults and women. At the same time, there is limited evidence of strong	Without targeted adaptation, CRC may become increasingly concentrated around a narrower user profile, reducing its long-term capacity to respond to demographic change and broaden participation.

Problem	Evidence	Implication
	engagement from younger adults and emerging user segments.	

7.2 Gap Analysis Key Findings, Implications and Opportunities

The following table summarises the key findings of the gap analysis and identifies the associated opportunities for Council consideration.

Table 21: Gap Analysis Opportunities and Recommendations

Finding	Implication	Opportunity / Recommendation
CRC's current operating hours are not well aligned to contemporary patterns of use, particularly in relation to mid-day, weekend afternoon and public holiday demand.	The current model constrains participation growth, reduces convenience for existing and potential users, and limits CRC's capacity to respond to changing work and recreation patterns.	Review and adjust opening hours to better reflect demonstrated demand, including consideration of expanded daytime, weekend and public holiday access where feasible.
CRC's ageing, inaccessible built form and constrained parking are limiting service delivery and the overall customer experience.	These issues reduce inclusiveness, constrain future service options and create a growing mismatch between the facility and contemporary community expectations.	Progress targeted renewal and accessibility improvements in the short term, while assessing broader capital and asset options to address underlying built-form constraints over time.
CRC's service mix is strong in key areas but remains overly dependent on a narrow range of offers, particularly group fitness, gym use and reformer Pilates.	This concentration limits CRC's resilience, reduces its ability to attract a broader user base and may constrain long-term relevance to changing community needs.	Broaden the service mix over time through targeted program development, clearer pathway offers and complementary health and wellbeing services aligned to priority market segments.
High-demand programs, particularly group exercise and reformer Pilates, are operating under access pressure.	Capacity pressure may lead to missed participation, reduced customer satisfaction and lost opportunities for membership growth and revenue optimisation.	Review class supply, scheduling and space utilisation to expand access to popular programs, including consideration of additional program spaces and alternative venues where appropriate.
The quality and condition of some equipment and amenities no longer meet user expectations.	If left unaddressed, declining perceptions of quality may weaken customer experience, reduce competitiveness and contribute to member dissatisfaction over time.	Develop a prioritised asset renewal and maintenance response focused on high-use equipment, change amenities, presentation and cleaning standards.
CRC's role within the broader Glen Eira Leisure network is not yet clearly defined.	Without a clearer service identity and positioning, CRC risks duplication, limited strategic focus and reduced ability to target priority user groups effectively.	Clarify CRC's role, target markets and point of difference within the GEL network, including how it complements GESAC, Carnegie and other Council assets.

Finding	Implication	Opportunity / Recommendation
Membership pathways, support services and value-add offers are not always well understood by users.	Poor visibility of available services may reduce take-up, limit perceived membership value and weaken CRC's ability to deepen engagement and retention.	Strengthen communication, onboarding and member education regarding membership options, health consultations, support services and cross-site benefits across GEL.
The current staffing and supervision model supports basic operations but may not be sufficient for future service expectations.	This may constrain service quality, proactive member support and safe growth if participation expands or the operating model becomes more complex.	Review rostering, staffing visibility and service support requirements to ensure the operating model remains fit-for-purpose under future demand scenarios. This may include: • creating efficiencies during quiet times by reducing staffing and increasing staffing where demand lies and • creating roles specific to CRC, which address key engagement requirements of the cohort.
CRC is highly valued by older adults, but its future relevance to changing demographics is less certain.	Without adaptation, CRC may become increasingly concentrated around a narrower user profile, reducing its ability to respond to demographic change and broaden participation over time.	Consider how programs, marketing, membership products and facility settings can evolve to retain existing strengths while attracting broader and emerging user segments.

7.3 Prioritisation of Gaps

The prioritisation below distinguishes between gaps that require immediate strategic attention and those that can be addressed progressively over time. In assigning priority levels, consideration has been given to the significance of each issue for service delivery, accessibility, customer experience and long-term fit-for-purpose performance, as well as the extent to which individual gaps constrain Council's ability to optimise CRC in the future.

Table 22: Gap Analysis Prioritisation

Priority Level	Gap	Rationale	Recommended Action
High	Ageing, inaccessible built form and constrained parking	This gap affects accessibility, inclusion, customer experience and long-term fit-for-purpose service delivery. It also constrains multiple other service and operational improvements.	Prioritise targeted renewal and accessibility improvements in the short term, while progressing investigation of broader capital and asset responses.

Priority Level	Gap	Rationale	Recommended Action
High	Access pressure in high-demand programs	Pressure on group exercise and reformer Pilates is already affecting customer access, satisfaction and participation outcomes, with direct implications for growth and retention.	Increase capacity through timetable review, space optimisation and consideration of alternative or complementary program venues.
High	Operating hours not aligned to contemporary demand	Opening hours are a recurring user issue and constrain convenience, participation growth and the centre's ability to respond to changing work and recreation patterns.	Review and realign operating hours to better match demonstrated demand, including daytime, weekend and public holiday access where feasible.
Medium	Declining quality and condition of equipment and amenities	This gap is affecting customer perceptions of quality and competitiveness but can be addressed progressively through targeted renewal and maintenance responses.	Develop a prioritised asset renewal, maintenance and presentation improvement plan focused on high-use areas and equipment.
Medium	Unclear role and positioning within the Glen Eira Leisure network	A lack of strategic clarity limits CRC's ability to target the right markets, avoid duplication and guide future investment and service planning.	Define CRC's role, target markets and point of difference within the wider GEL network and asset portfolio.
Medium	Service mix is overly dependent on a narrow range of offers	While current strengths should be retained, reliance on a narrow service mix limits resilience and reduces CRC's ability to broaden participation over time.	Gradually diversify the offer through targeted program development, clearer pathways and complementary wellbeing services.
Medium	Future relevance to changing demographics is uncertain	CRC's strong appeal to older adults is a current strength, but over-concentration around a narrower user base may constrain longer-term participation growth and adaptability.	Retain strengths for existing users while testing programs, marketing and membership settings that attract emerging and broader user segments.
Medium	Current staffing and supervision model may not support future expectations	The current model appears adequate for day-to-day operations but may require adjustment if participation grows or the operating model becomes more complex.	Review rostering, staffing visibility and service support requirements to ensure the operating model remains fit-for-purpose under future demand scenarios. This should include: • improving efficiency during quieter periods by aligning staffing levels more closely to demand • increasing staff presence where

Priority Level	Gap	Rationale	Recommended Action
			participation and support needs are greatest • considering CRC-specific roles that better respond to the engagement needs of the core user cohort.
Low	Membership pathways and support services are not well understood	This issue affects member understanding and perceived value but can likely be addressed through operational and communication improvements rather than structural change.	Improve communication, onboarding and promotion of available membership benefits, support services and cross-site offers.

8. Service Delivery and Options Evaluation

This section evaluates a range of service delivery and operational options to address identified gaps between current provision and community needs. Each option is assessed against consistent criteria to inform a preferred approach.

8.1 Options Development and Overview

Options have been developed based on:

- Identified service gaps and constraints.
- Opportunities to improve utilisation, access, and financial sustainability.
- Alignment with community needs and strategic objectives.
- Practical considerations relating to operations, staffing, and infrastructure.

The table below presents the options evaluated to address the identified needs.

Table 23: Options Development and Overview

Option	Description	Key Outcome
Option 1: Status Quo	Maintain current service levels with no adjustments.	No disruption, no improvement
Option 2: Optimisation	Reconfigure existing services, programs, and schedules. This includes items such as, but not limited to: • A review of operating hours to align hours to demand, including daytime, weekend and public holiday access where feasible. • A stronger operational focus on people aged 50+, supported by a targeted business and marketing approach, appropriately selected gym equipment, timetable review, staffing and rostering adjustments, membership events and pathways, partnerships with allied health providers, and ongoing testing of relevant programs and services (e.g. additional reformer beds). This focus should build on CRC's existing strengths and appeal to older cohorts without excluding other age groups. • Reviewing the risk assessment associated with the two staff models at CRC to ensure strategies are commensurate with the risk. In the short term (12-24 months), this option supports a clear strategic choice: strengthen CRC's focus on its key older adult cohort and accept a more limited market (acknowledging that CMSP and GESAC play a role in providing for and attracting younger cohorts in the GEL network).	Improved utilisation and efficiency
Option 3: Service Expansion	Increase service capacity, improve accessibility and car parking constraints by: • Relocating and expanding the gym to the ground floor main studio.	Greater access and participation

Option	Description	Key Outcome
	• Relocating the group exercise program to DC Bricker Pavilion. • This option may be supported by, but is not dependent on, securing a tenant (potentially allied health or aligned service provider) on level one.	
Option 4: Transformational Change	Redesign service model and/or delivery approach by progressing investigation of broader capital and asset responses, such as, but not limited to, utilisation of a redeveloped CRC or DC Bricker Pavilion (refer to **Appendix 3** for floor plan). This option requires further investigation including: • Building Condition Audits. • Financial Assessment comparing the below options: – Re-development of CRC to a compliant facility that meets the identified needs, including car parking. – Sale of CRC and development of DC Bricker that meets the identified needs. This option includes the ability to keep CRC open, servicing member needs whilst a replacement is developed.	Long-term alignment and growth

8.2 Options Assessment

The detailed Options Assessment is shown in **Appendix Four.** It assesses each option using the assessment criteria to guide and inform the identification of benefits, risks, constraints and financial impact.

The table below provides a high-level summary of the options assessment. It distils the detailed assessment into a comparative view of likely community impact, financial implications, feasibility, risk and overall relative ranking.

Table 24: Options Summary

Option	Community Impact	Financial Impact	Feasibility	Risk	Overall Ranking
Option 1: Status Quo	Low. Retains existing service strengths for current users but does not address identified service gaps, access issues or future needs.	Low immediate cost, but limited revenue growth and increasing longer-term renewal and opportunity costs.	High. Requires minimal change and is straightforward to maintain.	High strategic risk, as key gaps remain unresolved, and service relevance may erode over time.	4
Option 2: Optimisation	Moderate to high. Improves alignment with user demand, member experience, service positioning and operating efficiency within the existing model.	Low to moderate cost, with potential for improved utilisation, retention and incremental revenue uplift.	High. Most actions can be implemented through operational, scheduling, staffing and communication changes.	Low to medium risk, with manageable implementation challenges and relatively limited capital exposure.	1
Option 3: Service Expansion	High. Offers stronger gains in accessibility, program capacity, diversification and long-term ability to respond to demand.	Moderate capital and recurrent cost, with greater potential participation and revenue benefits if demand is captured.	Medium. Feasible, but dependent on access to additional space, operational coordination, funding and staged implementation.	Medium risk, reflecting delivery complexity, reliance on other assets and change management requirements.	2
Option 4: Transformational Change	Very high. Provides the strongest opportunity to fully reposition CRC, address built-form constraints and align service delivery with long-term needs.	High capital cost and potentially significant implementation and transition expenditure, with benefits realised over a longer horizon.	Low to medium. Requires further investigation, major planning and broader Council decisions regarding asset strategy.	High risk, reflecting cost, complexity, timeframes and uncertainty until further work is completed.	3

8.3 Preferred Option

Based on the assessment, the **Optimisation** option is recommended, as it provides the strongest balance between improving service alignment with community needs, increasing utilisation, and maintaining operational feasibility.

Council could adopt a staged approach to addressing service constraints by initially implementing the Optimisation option, while recognising that this will not resolve the Centre's underlying physical building and car parking limitations. In parallel, Council should undertake further investigation into the feasibility of securing a tenant on the first floor of CRC, as this may help enable the Service Expansion option. Even if a tenant is not secured, there is merit in establishing clear KPI measures and reviewing the performance of the Optimisation option after 12 months to determine whether progression to the Service Expansion option is warranted.

Over the longer term, Council should also commence further investigative work on the Transformational Change option to better understand the detailed options, feasibility and associated costs required to meet CRC catchment demand into the future.

8.4 Preferred Option Breakdown

The table below summarises the key elements of the preferred option and the rationale for its recommended implementation.

Table 25: Preferred Option Breakdown

Component	Description
What will change	The preferred option focuses on operational optimisation through revised opening hours, targeted program and timetable adjustments, a stronger service focus on older adults, clearer membership and support pathways, and targeted staffing, supervision and asset renewal responses.
Why is this preferred	This option provides the strongest balance between improving service alignment with community needs, maintaining affordability and operational feasibility, and responding to key gaps without requiring immediate large-scale capital investment.
Key benefits	Key benefits include improved access and convenience, better alignment of programs and services to priority users, stronger utilisation of existing assets, improved customer experience, and the potential for incremental participation and revenue growth.
Key risks	Key risks include limited impact if optimisation measures are not implemented consistently, the possibility that underlying facility constraints continue to restrict longer-term outcomes, and the need for careful change management across operations, staffing and member communication.
Mitigation measures	Mitigation measures should include staged implementation, clear KPI monitoring, regular review of operating hours and program demand, targeted communication with members, and further investigation of tenant and service expansion opportunities to determine whether progression to a broader expansion option is justified.

8.5 Implementation Considerations

Implementing the preferred option will require a staged and coordinated approach across service delivery, staffing, customer communication and targeted asset responses. The considerations outlined below are intended to support effective implementation, manage key risks and establish a framework for monitoring

performance and determining whether further progression to broader service expansion or asset responses is warranted over time.

Table 26: Preferred Option Implementation Considerations

Area	Key Considerations
Governance and staging	Implementation should be staged, with clear responsibility, decision points and timeframes. Council should confirm the scope of the initial optimisation actions, establish success measures and identify when further review or escalation to a broader option is required.
Workforce and rostering	Changes to operating hours, stronger gym-floor visibility, and targeted service support for priority cohorts may require roster adjustments, revised staff responsibilities, and additional instructor coverage in selected periods. Workforce planning should ensure any changes are practical, affordable and aligned to demand.
Operations and timetable	Timetable changes should be informed by demonstrated demand, participation patterns and the relative performance of existing classes and services. This includes reviewing opening hours, access to high-demand programs, service pathways and how the current footprint is used across the week.
Member communication and marketing	Clear communication will be critical to explain any changes to operating hours, programs, memberships and member entitlements. A targeted marketing and engagement approach should also be used to strengthen CRC's positioning, improve awareness of support services and better communicate the value of the broader Glen Eira Leisure offer.
Asset and maintenance response	Although the preferred option is operational in focus, it should be supported by targeted asset renewal and maintenance actions, particularly in relation to equipment, amenities, presentation and accessibility improvements that can be addressed without major capital works.
Monitoring and review	Council should establish clear KPIs to monitor utilisation, participation, customer experience, staffing impacts and financial performance. A formal review after 12 months would help determine whether the optimisation measures are performing as intended and whether progression to a broader expansion option should be considered.
Future option readiness	Implementation should not preclude future progression to the Service Expansion or Transformational Change options. Council should continue investigating tenant opportunities, alternative spaces and broader asset responses so that further action can be taken if optimisation alone is insufficient.

9. Warranties and Disclaimers

The information contained in this report is provided in good faith. While Otium Planning Group Pty Ltd (Otium) has applied their experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence', and these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

Otium's advice does not extend to, or imply professional expertise in the disciplines of economics, quantity surveying, engineering or architecture. External advice in one or more of these disciplines may have been sought, where necessary, to address the requirements of the project objectives. There will be differences between projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite, or guarantee the projections' achievability, as it is impossible to substantiate assumptions based on future events.

This report does not constitute advice, investment advice, or opinion and must not be relied on for funding or investment decisions. Independent advice should be obtained in relation to investment decisions.

Accordingly, neither Otium nor any member or employee of Otium undertakes responsibility arising in any way whatsoever to any persons other than the client in respect to this report for any errors or omissions herein arising through negligence or otherwise caused.

Appendix 1: User Survey Comments

Table 27: Response to Survey Question 'Do you believe the current offerings at the Centre meet your needs?'

No.	Response
1	Please extend hours to 2:30pm. I work in mornings and after school/ work is busy and parking difficult (I drive from Elwood). I would be able to if open past 1pm.
2	The upstairs gym needs better ventilation. Also, some of the equipment is very old.
3	It is frustrating that it closes at 1.30pm and limited classes, even virtual offered later mornings.
4	No parking, prefer Carnegie gym.
5	The gym equipment has many faults like the headphone jacks that barely work in both ellipticals.
6	I would like more evening classes especially Friday, and weekend classes.
7	I go to CRC as a last resort if the classes I want are unavailable at GESAC and Carnegie. The equipment at CRC is old. There's not cleaning wipes for group fitness classes and people are not encouraged to wipe down the equipment after use. The mats are particularly dirty. CRC is closer to me, so I'd love it to be my first pick.
8	Better mats and provision of wipes.
9	Opens too late in the mornings, gym very old and the spin room was not pleasant.
10	The whole building needs to be updated/improved.
11	More variety in group fitness.
12	Very old, needs an update but outside area is good.
13	Reformer classes before work classes not available.
14	Pity there's not more group fitness options.
15	Poor equipment, Manosphere culture at all your gyms.
16	Be good to have a pump class later in morning as well as 8.30am.
17	Limiting classes time slots filled with virtual.
18	Bicycles.
19	Would be to have gum open more hours on the weekend.
20	Many of the classes are so popular it is very difficult to get into them. I believe that more classes through to the day are likely to be utilised as many participants are retired or working part time.
21	Too small, limited classes no disability access parking poor limited hours.
22	The Gym's opening hours are not convenient - closing in the middle of the day for a few hours. In addition to this, some of the equipment is old and not of the same quality as GESAC. There are also a number of machines/workout equipment that could be added to CRC that wouldn't take up a lot of space - like a preacher curl bar.
23	The equipment for body pump/group classes is hard to use. Especially the barbell. I have stopped coming to the classes in Caulfield because of it.
24	Equipment is old.
25	It would be great to have more flexible hours. Middle of the day weekdays for those who work from home.

No.	Response
26	The times too limited, facilities are old and worn. Be great if a spa and hydro could be installed, closer to the locals who use it rather than travel further to the GESAC or CMSP.
27	Needs more equipment.
28	Poor facilities. lack of staff and very few classes.
29	When I worked in the area, CRC met my needs brilliantly. As I no longer do work near CRC, I rarely attend as I live closer to GESAC.
30	I would like Body Pump classes on the weekend. Even if virtual.
31	Limited classes - very hard to get into. Parking is crazy.
32	The instructors I like are not often at CRC. Also, their timetable is very reduced, there are not a lot of group classes to choose from.
33	Find the classes a little limiting.
34	Doesn't have the equipment I need for a basic workout - I'll use GESAC instead.
35	I used to visit more often however started going more often to Carnegie due to more options regarding Pilates instructors & being able to shower there whenever I want.
36	I prefer to go to GESAC or Carnegie rather than CRC it looks very old and rundown.
37	Many of the classes book out.
38	Would love more classes.
39	Want more Zumba and reformer sessions.
40	Limited classes and equipment.
41	I'd like it to not close through the day.
42	More yoga classes.
43	Equipment outdated and Centre in need of a refit. Very old and outdated. I would use more often but the Centre closes at midday, not sure why?? Could maximise the space a lot better.
44	Closed in my lunch break.
45	More fitness classes needed.
46	Need more activate strength classes to also to be held for over 60's who still work.eg late afternoon from 5.00pm onwards.
47	There are some pieces of equipment that are needed such as kettlebells i.e. 14kg, 18kg.
48	A living stronger class on Fridays would be nice.
49	Would love longer opening / more classes.
50	Need more variety.
51	Please have classes that are for fitter/ stronger ppl. Needs more variety, lots of classes are virtual, beginner Pilate classes. Need more class variety and harder classes like GESAC like weights/ real spin not virtual.
52	I would like the centre to be open all day for access to the gym.
53	I would like more dance-based exercise classes. I'd also like to do Pilates but it's always full.
54	Equipment must be updated. Everything inside the Centre feels dirty.
55	More yoga classes.
56	More classes need to be offered with greater capacity for participants to attend!!

No.	Response
57	Rarely get into reformer Pilates classes as always booked out.
58	More early morning weekday classes and classes after 8pm.
59	Extended day time hours would be better.
60	Classes don't suit my hours.
61	Parking is an issue; class availability is limited.
62	More activate dance classes would be better.
63	It needs to be renovated the Pilates room is freezing in winter the spin room is a lunch room.
64	I can only do certain programs due to lack of equipment and reduced opening times.
65	Classes are often booked out.
66	I would more classes offered at 7am.
67	Limited classes in fitness. Not much variety. No Tai Chi or similar for older people.
68	Old.
69	There is lack of variety of fitness classes as I have explained above, a lack of fitness instructors that are present and actually care about what members are doing on the floor.
70	The facilities are pretty good and the staff mostly very helpful but, as mentioned above, the restricted hours are a serious disadvantage.
71	I would love more equipment to go around.
72	Old and outdated.
73	I joined gel because we don't have balance classes, or Tai Chi/Qi Gong which I love and wish were at Caulfield.
74	The ambience needs improving.
75	Not open at lunchtime. Insufficient classes. Spin room fan is insufficient.
76	Early morning offerings are poor.
77	as above - better gym facilities and more reformer classes.
78	Please see above. No classes at times I require, tired looking environment, equipment that is poorly maintained.
79	Would like extra classes that aren't offered here and only done at Carnegie.
80	Not enough classes throughout the day. Equipment grungy.
81	Gym could be bigger. A sauna would also be good.
82	The gym is very limited and the Pilates beds squeak.
83	workouts not intensive, gym lacks staff availability.
84	Would value more group exercise classes, specifically Pilates and yoga.
85	Would like evening Pilates and earlier morning.
86	6am classes especially reformer would be great.
87	More classes would be good.

Table 28: Response to Survey Question 'What activities, services or health and wellbeing programs would encourage you to make greater use of the Centre?'

No.	Response
1	Nothing. Happy with what I do.
2	Very difficult to get a morning Pilates class.
3	Very few classes on Friday afternoons and more cardio and weights classes in the evenings would be preferred.
4	6am reformer classes.
5	A bigger gym.
6	A cafe on the premises.
7	A few more machines upstairs.
8	A kick boxing class would be great.
9	A nicer, brighter and more modern look and hours open all day, not closing in the middle of the day.
10	A sauna another step machine.
11	A sauna/steam room to compliment the training room would encourage me to use the facility more.
12	A seated aerobics or Pilates with good music. Or Zumba Gold.
13	A spin room to a much higher standard, heating in the Pilates room that works.
14	A Tuesday 6pm class with Mirvic instructing.
15	A water tap.
16	A weeknight evening flow yoga class.
17	A yin yoga class.
18	Access to Pilates equipment without having to join a group session.
19	Adding Qi Gong and yoga during the week Also sauna can be great.
20	Adding more sessions for some of the classes, e.g. yoga and a class I took today with Lisa, Tummy, Hips and thighs which was a substitute class for the usual Wednesday Pilates class at 9.30. I really enjoyed the different activities in that class, and it seemed to complement the exercises taken in other classes such as Pilates, Activate Strength and Body Pump. I hope and request you to consider including it on a regular basis at Caulfield Rec. I believe a number of other participants also enjoyed it.
21	Additional Zumba classes and daytime reformer.
22	Adequate as is, for my needs.
23	Afternoon/night classes on Friday and Sunday. Reformer Pilates or Body Pump options.
24	All fine.
25	All good.
26	All issues re: equipment - e.g. I'll choose to go to Carnegie to do a Pump rather than CRC. .

No.	Response
27	Another step class on offer would be great.
28	Another type of dance class.
29	Any chance of a functional fitness/weights class?
30	AS above, and available at more times.
31	As above, improved equipment. Generally, I would attend GESAC for my gym work because it has better equipment and wider variety (understanding there is a bigger space). I would prefer CRC as it's closer to home and quieter.
32	At my other gym there was a machine that checks body mass and muscle.
33	Balance Tai Chi/Qi Gong.
34	Beginners' yoga, more activate strength classes.
35	Being able to use fitness passport at Caulfield would be good.
36	Better access to group fitness classes.
37	Better bathrooms; sauna.
38	Better bikes. Improving the gym.
39	Better cycling classes. More evening classes.
40	Better equipment, better culture not inclusive, quite bigoted, openly misogynist, better management needed.
41	Better equipment and better opening hours.
42	Better equipment, longer operating hours, fixed road works and more available. Pilates is good.
43	Better facilities.
44	better gym and spinning (fix bikes) equipment.
45	Better gym equipment.
46	better gym equipment with support and effort in showing members how to use the equipment.
47	Better gym equipment and bigger classes as always difficult to register to a class as they fill up pretty quickly. Add another bar for the Pilates bar class.
48	Better gym room/rooms.
49	Better gym.
50	Better hours and upgraded machines.
51	Better machines in gym.
52	better parking, more reformer Pilates options on weekends.
53	Better Pilates Bring Diane (rather than Kate) for activate strength. More activate strength classes (not with Kate). More Pilates classes.
54	Better spin bikes and room setup.
55	Better use of space, maybe more options for when the gym is full.

No.	Response
56	Body attack classes on Tuesday at 6pm.
57	Boxing classes for group fitness or mat Pilates on a Monday or Friday.
58	Boxing classes, HIT or circuit classes, use of the outdoor area for fitness classes like in days gone by, a nutritionist on site (we also used to have one of these once or twice a week who would do an assessment and work with clients on strategies).
59	Bringing back the boxercise classes! They were great!
60	Broader range of classes and use of outside area or park.
61	Broader range of group fitness classes & broader range of class times.
62	Café.
63	Can't think of anything.
64	Chair yogalates classes.
65	Classes in the gym i.e. group strength training etc.
66	Classes on weekend afternoons.
67	Current classes are fine.
68	Dance classes, fitness classes, yoga classes, Barre classes.
69	Dietician.
70	Earlier Pilates classes i.e. 6.30am More step/climber machines. More space between bikes.
71	Earlier yoga class on Sunday mornings @ 8.30am or 9am.
72	Early morning classes (6am) with an actual trainer.
73	Early morning reformer classes HIIT gym classes.
74	Early morning reformer classes PLEASE! 🙏 🤩.
75	Easier access into activates classes.
76	Easier availability of reformer classes (I have never been able to book in); more classes with good teachers like Kate C if possible.
77	Extra morning midweek yoga.
78	Fitness centre.
79	Functional strength, more HIIT after school drop off time. Dance/Zumba by Chris.
80	Greater variety of times for fitness classes and Pilates (particularly later in the evenings after kids asleep).
81	Group fitness/Pilates sessions that are targeted to younger groups.
82	Gym upgrade and sauna.
83	Happy with the Centre.

No.	Response
84	Happy with the programs offered but frustrated with the booking process - classes in great demand are very difficult to get into. One class I was 3rd on the waiting list, and I registered 20 seconds after bookings opened.
85	Harder classes like weight classes, pump classes, acro classes, real spin classes not virtual, more classes afterschool drop off - 9/930. The classes feel very 60yr+ and not catered for younger & fitter 40+
86	I often can't get into the classes I would like. They are very popular and I believe the gym would sustain more classes over the day as new classes, when offered, very quickly fill up.
87	I actually like that the Caulfield Centre is less busy than the other two (Carnegie and GESAC). It means I am more likely to be able to book a last-minute class there.
88	I am happy with my gym activities.
89	I am happy with the services.
90	I am happy with what is offered at this stage.
91	I do 2 classes back-to-back both days cause work other days and can't get in.
92	I do my own programs at the Gym and have what I need.
93	I don't have time for anything else.
94	I don't require any.
95	I enjoy the flexibility of choosing when to attend rather than set programme times the survey did not have a not applicable column for services you don't use.
96	I enjoy the HIIT sessions and wish that there were more on offer. I particularly like it when they are held outside over summer and feel that with some slight improvements the outdoor area could be better utilised.
97	I feel there is a need to have a living stronger class on a Friday, providing a balanced program.
98	I get what I need at the Centre.
99	I got everything I need right now.
100	I have been mainly doing Pilates and use to do a lot of power bar classes until a recent knee reconstruction but hope to get back to those classes. I would like to see better bars and weights etc. Timetabling if classes was also an issue but now I have the GEL membership I am using all 3 facilities at least 3 times a week.
101	I haven't really checked out the gym properly but good to know it's available for when I miss a class. More classes would be good - like yoga and dance.
102	I like Activate strength classes best and wish you had them every day.
103	I like it how it is now.
104	I like what it provides. Just some updated elliptical machines and rowing machines would be helpful.
105	I love TONE class on Sundays, so I go to GESAC for that it's an extra 15 mins depending on traffic.
106	I only use the Centre when I can't get what I want either from GESAC or Carnegie.
107	I prefer having more 7am group fitness classes.
108	I probably wouldn't make greater use of the centre for any of those.

No.	Response
109	I really like the reformer Pilates. I would appreciate a wider range of classes being available more frequently, and the gym being open until 9 and on Sundays/later on the weekend.
110	I think I use the Centre facilities pretty well already.
111	I think it would be good to modernize the gym and have a health and nutrition program designed for various age groups, such as teenagers, menopausal women, and people over 60.
112	I think the days of restricted hours should be a thing of the past, given the large amount of people that now use the gym and facilities.
113	I use it frequently would be good if there was cover outside reformer area at Caulfield.
114	I use services at other GEL facilities to supplement my needs - spa, pool, areas for socializing e.g. cafe.
115	I would like to check the gym. I use the GESAC gym with the Technogym system and would happily use the same if available at CRC.
116	I would love a more expanded gym, and spin classes with actual instructors rather than virtual classes.
117	I would love it if there was more information about how to use the cycling/gym etc at CRC.
118	I would love some more classes particularly on the weekend.
119	I would love to attend more progression reformer Pilates classes and 55min body pump classes.
120	I would use the Centre more if I was not working full time.
121	I'm happy with the offerings.
122	I've been trying to book a PT consultation for months and got ghosted.
123	I'd really like to attend Qi Gong or gentle Tai Chi classes at CRC. They're great for balance, a major issue for my age group.
124	If each piece of the gym equipment had signage on it with its name and how to use and adjust it.
125	If I had more time, I could then utilise more of the facilities.
126	If there was another studio for group exercises, then more classes could be offered in the mornings perhaps extra classes of the already offered classes i.e. repeat.
127	I'm a pretty limited user. The Monday afternoon Foundation Pilates suits me for returning from work and GESAC and Carnegie don't have classes that suit me for the timeframe. I'm not sure if the religious institution next door might impact on the use of the CRC?
128	Improved gym equipment.
129	Improved gym machines, newer equipment.
130	Improved spin bikes and facility for cycle classes. More yoga classes.
131	Increase more days in the timetable of Pilates, provide towels @ the gym (sometimes people forget to bring) air con @ the gym is really poor not enough ventilation.
132	Increase number of reformer classes.
133	Increase the Pilates and reformer offerings.
134	Increased classes including more reformer Pilates.
135	Increasing business hours.

No.	Response
136	Instructors for group fitness classes.
137	It is such a lovely hub of community focused exercise for the aged population and yes, the Jewish community access it too. I like the friendliness and welcoming attitude.
138	It needs an overhaul, and refresh .
139	It's not really an activity issue, I like dance and Pilates, which I can get there. Though of course some instructors/classes are more fun than others (understand you cannot clone Poppy). A wellbeing program which would actually be effective (beyond just the Centre), and would make GEL stand out against the many gyms which are uneducated or obstinate about weight variation, would be a clear and unequivocal acceptance and promotion of the potential for all different bodies to be fit, healthy, strong and agile, and to reject compulsory/assumed thin superiority (e.g. the This Girl Can promotion in Aus and the UK a while back). This includes ensuring that when summer comes along, we aren't all exhorted before the class to work towards some other person's ideal of what we should look like for summer or given generic group diet advice which implies we should always be aiming for a "better" size. Some of us attend regularly, eat well, and perform in the top of the class, but aren't blessed with bodies that respond to those efforts. It's so demoralising to know that my skill and effort don't really matter, I'll always be judged on my size. I suck it up, but others may let it deter them from persisting with their fitness activities.
140	Just copy Carnegie and GESAC and you will be winning.
141	Just slightly new cardio equipment.
142	Larger car park at East Boundary Road. It would give me a greater range of times I could come.
143	Larger gym, more modern rooms.
144	Less restrictions on opening hours.
145	Less stress trying to get into a class.
146	Less virtual classes and better equipment.
147	Longer hours.
148	longer hours and less closing for lunch.
149	Longer opening times for the Gym so I could attend in the afternoon.
150	Love to do group classes but don't like the idea of booking in advance.
151	Mat Pilates.
152	Mat Pilates and yoga at other times.
153	Maybe a morning yoga during week and not only on Sunday.
154	Maybe someone at the front desk to know how to use the spin bikes as I had to go to my GESAC class to understand how to work the specific bike as the person on the desk didn't, other than that it's fine, maybe on good weather days utilise the backyard?
155	Maybe start classes at 8 am.
156	Meditation, breath work, massage, workshops.
157	More reformer classes and Body balance classes.
158	More 7am group fitness classes (not reformer).

No.	Response
159	More access to weights classes suitable for the over 60's including but not exclusively Virtual classes. I would like to attend longer hours and on weekends if there was access.
160	More activate classes that don't clash with other ones at Carnegie.
161	More Activate strengths sessions.
162	More Active & Restorative Reformer classes. More Yin & Hatha yoga classes in the evening.
163	More active strength classes.
164	More activities for Seniors.
165	More availability of reformer classes.
166	More barre dance and Zumba classes. There is just so much Pilates and yoga. Can't this go to Carnegie and a joint membership be offered for just those two places to reduce the crowds. Also, the floor in the classes room is uneven and unbearable when you continually trip, stub toe during workouts. I know people who won't go there because they hate that floor so much. Doesn't feel safe.
167	More barre classes.
168	More bikes, more classes for seniors.
169	More cardio machines. specifically cross trainers.
170	More challenging group fitness classes.
171	More class times.
172	More class variety.
173	More classes.
174	More classes (especially reformer and barre) and consider opening during midday to early afternoons (currently closed) to cater to the demand.
175	More classes available.
176	More classes in the evening and weekends, especially Zumba Gold, Barre (Gold), Tai Chi and standing or seated Pilates.
177	more classes outside work hours - e.g. 7am or 6:30pm.
178	More classes that reflect my needs, EG Strength.
179	More classes with Naki in a week.
180	More classes, better equipment.
181	More cycling class options Thursday evening. The 6pm session was removed with no alternative provided.
182	More dance & yoga classes. Maybe more gym equipment.
183	More dance classes.
184	More dance classes.
185	More Dance Classes during the day and more Yoga Classes during the day.

No.	Response
186	More dance classes for oldies.
187	More dance classes like Zumba and salsa, and more available time slots would encourage me to visit more often.
188	More early morning classes.
189	More early morning Foundation Pilates classes.
190	More equipment.
191	More equipment in the gym area. More exercise classes.
192	More fitness circuits/HIIT classes. Better gym equipment.
193	More fitness classes.
194	More fitness classes, nicer gym.
195	More foundation and yoga classes.
196	More foundation classes to choose from 6pm onwards.
197	More Foundation Reformer classes.
198	More freestyle classes and good instructors.
199	More frequent times for exercise classes.
200	More group classes.
201	More group classes.
202	More group classes - create another room for classes or remove the spin room and replace.
203	More group classes for seniors.
204	More group classes of 30-45 mins after business hours
205	More group exercise classes such as Activate with times throughout the day. At this stage there is nothing available in the afternoons.
206	More gym equipment, in particular back extension machine.
207	More gym space.
208	More lessons in afternoon as well.
209	More living stronger classes.
210	More living stronger or activate classes in second half of the week.
211	More mat and reformer Pilates. It is always touch and go whether you get into a class.
212	More mat Pilates and yoga classes.
213	More morning mat Pilates - Wednesday classes are always oversubscribed.
214	More on offer would help.

No.	Response
215	More opportunities for over 60s.
216	More options for fitness classes as many are significantly oversubscribed and I often hear members saying they've missed out on a class.
217	More Pilates classes.
218	More Pilates classes - currently hard to attend.
219	More Pilates classes especially Sunday morning.
220	More Pilates classes.
221	More Pilates sessions - very hard to get into.
222	More Pilates sessions throughout the day.
223	More Pilates Yoga.
224	More Pilates, barre and Zumba classes. Better equipment e.g. yoga blocks, stretchy bands.
225	More Pilates, yoga and dance classes.
226	More reformer classes and group fitness classes such as Barr, mat Pilates, mobilise.
227	More reformer classes. It's very hard to get into the classes on offer.
228	More reformer Pilates at convenient times
229	More Reformer Pilates classes and Activate classes would be good. Also being open over the weekend from maybe 3pm to 7pm would help as I work on Saturday mornings. I appreciate I can go to GESAC, but CRC is more convenient.
230	More reformer Pilates classes, different variety of groups exercises.
231	More reformer Pilates classes, weekday 4pm would be fabulous.
232	More reformer Pilates. Better facilities.
233	More reformer, better gym.
234	More restore and activate classes.
235	More space, better equipment, open in middle of day.
236	More stair machines. More gymnasium machines.
237	More standard yoga classes evenings and weekends. A sauna.
238	More times and longer opening hours, plus spa and Hydro.
239	More weekend classes.
240	More weekend classes.
241	More weekend classes.
242	More weight machines.
243	More yoga classes.

No.	Response
244	More yoga classes.
245	More yoga classes.
246	More yoga classes.
247	More yoga classes at Caulfield rec.
248	More yoga classes please.
249	More yoga classes, more reformer classes, better equipment for body pump classes.
250	More yoga please.
251	More yoga. Some teachers that could vary their programs rather than doing the same things week after week.
252	More Zumba (with the teacher) and Pilates classes.
253	More Zumba and other classes through the day.
254	More Zumba classes.
255	Need to introduce more barre classes as they get booked so quickly, I never had this problem in the past and I would also like to see another body step class.
256	New equipment!
257	New machines. More yoga. Qi Gong and Tai Chi classes.
258	Newer equipment in the gym. Currently the gym equipment is extremely old Also need wet sanitiser wipes like at GESAC.
259	None although I would like Tai Chi.
260	Not sure.
261	Not sure - I think it does a good job now.
262	Not sure. Being a GEL member, I use all 3 centres depending on my availability and classes I like.
263	Nothing much my motivation issues lie with me. Some more modern equipment in the gym would be good. There are machines I tried at GESAC that I like. An abductor machine would really thrill me.
264	Nothing. Quite satisfied.
265	Nutrition – Dietitian.
266	On demand virtual training - especially spin, body pump, yoga.
267	Open earlier, updated facilities.
268	Overall improvement will make me come more often at the moment I alternate with other centres because the facilities not up to scratch and this Centre is most convenient for me.
269	Paul archer. Restorative and sound classes should go here.
270	Periodic assessment to monitor progress.
271	Personal trainer.

No.	Response
272	Please buy new bikes for the Spin room. Only about three functions properly.
273	Probably greater options and times but space limited.
274	Pump Heavy and more Body Combat.
275	Qi Gong, more Pilates, Tai Chi, yoga.
276	Recovery area. Blow up muscle conditioning. IR sauna. Massage chairs.
277	Red light sauna.
278	Reformer.
279	Reformer progression classes before 10.30am .
280	Reformer progression is great when we can get into it. It's much nicer environment than GESAC because it's quieter.
281	Renovations, modernisation of gym class area and class equipment.
282	Roman chair/back extension equipment.
283	See above.
284	See above - accessing reformer room outside of classes.
285	short seminar offerings on health issues for men.
286	Some basic training group sessions.
287	Some evening classes on Fridays.
288	Some food options like they have at GESAC or Carnegie Swimming Pool. The nutrition bars are very tasty post workout.
289	Some group programs that make use of some of the equipment. Greater variety in types of group programs for older members.
290	Some Pilates instructors do not vary their classes and are not engaging unlike most of the ones at Carnegie. Yoga in the evening.
291	Spa.
292	Spa, Sauna, Steam room, Lap pool.
293	Spa, bigger gym.
294	Strength exercises for elderly.
295	Stretching classes.
296	Tai Chi.
297	Tai Chi would be great, but I realise it's hard to get instructors.
298	Tai Chi. Loved Mat Pilates with Emily Thompson.
299	Tai Chi.
300	Techo gym machine for body data. Group classes Zumba and body bump.

No.	Response
301	Test.
302	That occasionally the gym managers check the programs that people are doing to see if they need assistance with slightly changing these depending on how they are going with the set exercises.
303	The equipment for body pump/group classes is hard to use. Especially the barbell. I have stopped coming to the classes in Caulfield because of it.
304	The floor in the group exercises space is uneven, and the mats are filthy not all patrons take the time to wipe down.
305	The gym would be nice if I can access it at lunch time when I take a break from work. I can go to GESAC but it's quite a bit further.
306	There are lots of great classes, but my schedule and family commitments do not currently allow me to participate as much as I would like to.
307	There used to be a coffee spot which was well patronised. Equipment needs refresh and cleaning is now at a very poor standard from what it was.
308	Unfortunately, I don't have any further time available at this stage.
309	Unsure, I'm mostly there for weights.
310	Update the gym equipment, weights etc are quite old and measured in pounds.
311	Wellness area - sauna etc.
312	Wellness area - sauna/steam room. More Pilates.
313	Wellness area (sauna, steam, hydro pools etc). Gym floor could also be revamped.
314	Women's gym classes.
315	Would like more group classes options each day. It is very hard to get into group classes if you have an activity that hinders you booking in 45 to 46 hours in advance (when bookings open). Extra class capacity would make it easier to attend more days.
316	Would love more classes and better equipment.
317	Yoga.
318	Yoga, Spin classes with in person trainer.
319	Yogalates, Tai Chi.
320	Zumba.
321	Zumba Gold, hip thigh tummy, Tai Chi classes at CRC.

Table 29: Response to Survey Question 'What would improve your overall experience at the Centre?'

No.	Response
1	4 pm classes for people who have the senior membership.
2	A clean floor in the exercise room the equipment like balls and weights being cleaned.
3	A gym experience equivalent to that at GSAC and Carnegie where the exercise spaces are well maintained, modern and well-resourced with real people giving classes.
4	A hyper extension bench would be good for lower back and abs as well.
5	A little more interaction with staff.
6	A little more variety in the gym equipment though I know there's not a lot of space. Potential to use the outdoor area more by providing more gym equipment that you can access downstairs? If opening hours were extended on the weekends that would make a huge difference, my 14-year-old son (is a new member) who gets up late would prefer to come in the afternoons. I'd also like to have flexibility to come in the afternoon on weekends.
7	A pool and more activate classes.
8	A renovation.
9	A revamp so it's nicer and cleaner and newer on par with CMSP and GESAC.
10	Abs machine in gym.
11	Access to classes.
12	Access to shampoo, conditioner and body soap in the showers to aid efficiency as limited time is a big barrier to exercising.
13	Accountability of how my fees are actually spent as I'm not seeing new equipment, a cleaner gym, more trained staff over the age of 15. A gym for adult not entitled secondary students.
14	Additional toilet facilities.
15	Afternoon classes.
16	Again, I have what I need now.
17	Aircon in reformer rooms and group fitness not strong enough at Carnegie.
18	An update of the rooms and some of the gym equipment.
19	As per previous comments.
20	At some point, a refurb to the building. Also, new gym equipment (more of it, and newer/better options).
21	At the moment I buy 10 passes which allow me to access the activate classes only. I would prefer a more flexible payment system to enable me to access other classes with these passes.
22	Because I work shifts, it's not always possible to get to the centre e.g. Saturday/Sunday PM but I work around it. So broader opening hours.
23	Being able to book Pilates class more than 46 hours in advance.
24	Being open in the afternoon on weekends Could be good to use the outdoor area for classes such as HIIT or strength sessions.
25	Better and more modern facilities.

No.	Response
26	Better and newer equipment.
27	Better bikes. Improving the gym.
28	Better booking availability and more class options would improve my experience.
29	Better car park.
30	Better change rooms.
31	Better change rooms and a café open morning to evening.
32	Better circulation of air upstairs.
33	Better classes and heavier weights for classes.
34	Better cleaning of the facilities. Toilets cleaned more often. The toilet brushes are disgusting. The floor in the exercise room needs to be cleaned as it is always dirty.
35	Better equipment and better opening hours.
36	Better equipment and spin and yoga classes.
37	Better equipment.
38	Better facilities and more staff.
39	Better facilities. Update the cycle room. Bring in the GESAC bikes once they are replaced.
40	Better gym equipment with support and effort in showing members how to use the equipment.
41	Better gym, more variety and updated equipment, more space for working out.
42	Better layout of gym.
43	Better light in the group gym studio/room. It's pretty miserable in there. Bigger windows. A paint job - new stage.
44	Better maintenance of the gym equipment. More mats in the upstairs gym.
45	Better more up to date equipment. Improved opening times particularly on weekends.
46	Better parking even when there are school events, e.g. in the pool.
47	Better parking, however, that does not seem feasible.
48	Better parking, more range of classes.
49	Better parking, newer equipment.
50	Better parking.
51	Better set temperature rather than individuals debating whether fans are to be switched on.
52	Better speakers for the cycle class.
53	Better treadmills and cycles that connect the same as GESAC.
54	Better ventilation in bathroom. More updated gym, balance etc classes.

No.	Response
55	Better way of booking.
56	Bigger and more modern studio for dance classes. Better shower and change room.
57	Bigger and nicer gym.
58	Bigger facility.
59	Bio circuit in gym.
60	Booking process is “stressed”. If not enrolled in 15 seconds, I am on waiting list to popular classes.
61	Booking system. sometimes I need to cancel unexpectedly but often get message 'too late to cancel'. Also, my wife tries to book a Pilates class and like Carnegie, there are members who have worked out how to book early making it impossible to attend a class.
62	Can't think of anything. It's close to my home and very convenient.
63	Cap on member numbers.
64	Caulfield rec centre needs to freshen up weights and equipment overall. Went to a class and there were more people than steps available. More small weights variety.
65	Caulfield Rec is a special community. My overall experience is terrific.
66	Class availability.
67	Classes not getting booked out -maybe more classes on offer for the most popular ones.
68	Cleaner and better maintenance of equipment, e.g., bands used in group fitness are in poor condition.
69	Cleaner facilities and increased classes.
70	Cleaner floors but that applies to the 3 centres.
71	Cleanliness and refreshed equipment that is promptly serviced on failure not just removed. I was a founding member at GESAC moving to CRC during COVID and CRC is the very poor cousin to GEL. No member benefits no milestone celebrations. Nothing.
72	Complete decor overhaul (more than paint), lighting upgrades, bathroom improvements, and better parking.
73	During instructor led classes it would be good to have floor positions for mats, so visibility of instructor is easier. Wish tall and large people went further back … or perhaps a side of the room for shorter people. I know this is a challenge in any group training. Hmmm what about live video of the instructor on a big screen? This isn’t an issue in reformer.
74	Equipment always working.
75	Equipment upgrades.
76	Fans in Pilates room for air flow in summer - gets very stuffy Roof in Pilates room needs cleaning and vents need a wash out.
77	Feeling welcome.
78	Fine for me.
79	Fix the floor in the hall for HITT classes so it doesn't "jump".
80	Fix the floor in the main exercise room - it’s not level; equipment rolls toward the centre of the room!

No.	Response
81	Fix the showers.
82	Floor cleanliness.
83	Floor in main exercise class room always dusty.
84	Floor in the group class area needs to be swept and cleaned more regularly. Clean or replace mats.
85	For the windows to be cleaned on the exterior.
86	Friendlier staff - the staff at GESAC are amazing, but those at Caulfield Rec don't really engage or make any effort.
87	From anecdotal evidence, enforcing class sizes and bookings. Tell the old timers that they don't own the facility and should make everyone feel welcome, rather than unwelcome intruders.
88	Functional shower rooms. Update & replace some gym equipment that gave broken or missing bits in the handles, etc. No phone allowed to be used at the gym.
89	Get new machines for the gym.
90	Great.
91	Greater opening hours and better facilities.
92	Greater variety of activities.
93	Group classes later in the week i.e. Thursday and Friday and Saturday.
94	Group exercise class area needs to be kept tidier. EG SWEEP THE FLOOR.
95	Have Zoe in charge more days. She is excellent.
96	hours not friendly to workers as closed over lunch breaks.
97	I actually prefer the Pilates studio in comparison to Carnegie layout which feels too small and cramped and the trainer can't stand out the front.
98	I always find the young staff member at the front desk on the Monday afternoons is very welcoming, as are the gym staff who are walking through the reception area. Lauren Harrop leads an excellent Foundation Pilates class.
99	I am happy with the Centre.
100	I am very happy.
101	I am very happy with the Centre. I would like to have access to it in the early afternoon.
102	I didn't know there was a gym facility that GEL members could use.
103	I don't go into the main building so don't access 'the centre'.
104	I enjoy my experience, some of the equipment could be updated and there could be more space for floor exercises, but it does me fine.
105	I haven't explored the other services yet.
106	I often don't get into a class...I find it annoying having to book early. Or miss out...it never used to be that way.
107	I personally find the music volume too loud in the body pump sessions although I can understand the need to keep it loud enough to motivate us however I think it is worth looking at and seeing if others also share my view. I always use ear plugs which helps somewhat and still enables me to hear the music at a lower volume.

No.	Response
108	I think it would be good to modernize the gym and have a health and nutrition program designed for various age groups, such as teenagers, menopausal women, and people over 60.
109	I think there needs to be an upgrade of the gym facilities. More classes as well, similar to Caulfield pool classes.
110	I wish it was open later.
111	I would be a Tai Chi class as my last gym had Tai Chi classes that are excellent for all age groups but especially for older adults.
112	I would like the equipment upgraded. We don't have enough hand weights, and many are in poor condition. Not enough straps.
113	I'm happy.
114	I'm very happy.
115	If could get into reformer classes with ease.
116	If instructors didn't sit in office on their phones.
117	If opening hours did not stop from 1-3:30. it makes the gym a lot busier at other times and is the most convenient time for me to go. I would also like reformer Pilates to be offered during the day as well as morning/night.
118	If the 1:00PM - 3:30PM break was shortened.
119	If the gym was updated, I would use it. Cleaner bathrooms would certainly help.
120	If there were more group fitness classes available.
121	I'm happy with the Centre.
122	Improve instructor's sound system. Direct aircon higher so that it doesn't blast the beds furthest from the road.
123	Improve the plumbing.
124	Improved class booking system. Can't understand how some classes can be fully booked less than a minute after bookings open. Carnegie Swimming Pool is much better in regard to this (except for Reformer classes which I don't attend anyway).
125	Improved equipment in cardio room.
126	Improved gym equipment.
127	Improved gym equipment i.e. updated assault bike, better rowers (especially the foot straps), a smoother smith machine (the GEL gym smith machine is much smoother and allows for a better variety of weight adjustment). More variety of kettlebell weights (they jump from 12 to 16 to 20.
128	Improved maintenance of equipment.
129	Improved parking. Updated equipment e.g. Les Mills weights.
130	Improved, newer gym machines.
131	Improvement in equipment and greater variety.
132	In some group fitness classes, there is a deep culture of 'ownership of space'. Some patrons an obsessed with standing in the same space for every group class. It causes (and I have directly witnessed and reported) conflict between patrons. The leaders of these classes know this is an issue but don't actively set ground rules. Ie shared space / people move around. I find the culture at this gym deep off putting. Similarly- I have seen some patrons have little regard for others experience in

No.	Response
	group classes with excessive vocalising and sound effects. It's a running joke at this facility that never gets addressed even generally via 'house rule / etiquette' so to speak.
133	Increase the number of high - demand classes.
134	It needs a facelift. Looks tired.
135	It probably needs a revamp as GESAC and Carnegie more enjoyable.
136	It would be nice to have a small wellness area included in the centre along with nicer changerooms.
137	It's fine now.
138	It's fine.
139	It's good for what it offers and the cost.
140	Its old and daggy.
141	Keeping the Centre open all day. Upgrade the facilities, make the classes more interesting, offer more Classes and Pilates.
142	Knowing I can get into a class on the days I can go.
143	Larger car park at East Boundary Road. It would give me a greater range of times I could come.
144	Less numbers in group classes.
145	Less people winging and somehow not have to book by Saturday for a Monday class.
146	Lockers that are closer or that you can lock similar to GESAC as I hate having to bring my things into the cardio room.
147	Longer and more flexible opening hours. More classes.
148	Longer hours especially on the weekends.
149	Longer hours on Saturday and Sunday.
150	Longer opening hours.
151	Longer opening hours on public holidays. Too busy due to restricted hours.
152	Longer opening on weekends.
153	Looking a little tired inside but that doesn't really concern me.
154	Machines always working.
155	Mainly the class availability.
156	Maintenance of cardio area.
157	Maybe having a circuit training course involving weights.
158	Maybe longer opening hours but not if the cost would go up significantly.
159	Meditation classes and spin.
160	Members who don't think they own spots in the classes. Gives a negative feeling in some classes.

No.	Response
161	Mirrors in the reformer room. It's important to do the exercises correctly.
162	Money spent updating facilities.
163	More + better equipment.
164	More and newer gym equipment.
165	More availability Pilates.
166	More available parking.
167	More bike racks.
168	More caring fitness instructors. Access to Carnegie pool as part of Activate membership.
169	More carpark.
170	More classes.
171	More classes.
172	More classes.
173	More classes.
174	More classes especially the ones that book out in 30 seconds.
175	More classes for 40+ who are fitter and stronger and not so many virtual classes.
176	More classes, persistent with the instructors, it is a little bit upsetting when a new instructor @ your favourite class is not up to the standard of the one I really like and used to. Microphone sound is not very clear.
177	More emphasis on wiping down equipment.
178	More engaging class atmosphere ad welcome, update facility, temperature of room (very cold), overcrowded class.
179	More equipment and better organisation of equipment in the gym.
180	More equipment and bigger gym room. Open earlier and later so I can use before and after work.
181	More equipment for group fitness classes.
182	More equipment for the classes and gym as well please install blinds upstairs in the gym and in the big hall classes.
183	More exercise equipment.
184	More frequency of in person classes rather than virtual classes would be great.
185	More group classes. I prefer the 8:30 and later classes.
186	More mirrors in main aerobics room.
187	More parking.
188	More Pilates classes and better parking.
189	More Pilates reformer classes, less full classes I cannot book.

No.	Response
190	More places available in the Pilates classes. Update barbells in the body pump class.
191	More space for mat work, very cramped if cold or wet outside.
192	More space to do personal exercise.
193	More spaces for classes after 5pm.
194	More toilets for women.
195	More toilets.
196	More upgrade, assistance with the upstairs Gym area.
197	More varied Pilates classes.
198	More variety for classes older generation.
199	More weekend classes.
200	More yoga classes.
201	More yoga please.
202	More/newer gym equipment.
203	My experience would be greatly improved if I didn't need to wear ear plugs for most of the group classes. The volume of the music is way too loud and then the instructors yell into the microphone to be heard above the music, making it a very uncomfortable experience. Going to the gym for health and fitness should not be at the risk of hearing impairment.
204	Need water fountain in Pilates studio at Caulfield.
205	Needs more investment into the cardio room (higher volume of equipment and bigger space).
206	New Centre.
207	New equipment & cleaner toilets/showers.
208	new equipment and more variety of equipment.
209	New equipment!
210	New pump equipment.
211	New reformer beds.
212	New Spin bikes.
213	New/newer equipment. Update of areas....it looks shabby. A feeling that admins actually care about the Centre, atm it looks like a very poor relation.
214	Newer and cleaner equipment. Better air circulation in the reformer Pilates studio.
215	Newer equipment.
216	Nicer facilities - less run down. Nicer frontage.
217	No closure at midday, it’s the only time people with a job can use the facilities. Otherwise, this just remains a gym for retired ppl.

No.	Response
218	No closure during lunchtime - longer open hours.
219	No over full classes.
220	None no it is wonderful for my age group. I am 80 years old.
221	Not sure.
222	Not having to wait to use machines, and to be open during lunchtime.
223	Not so crowded.
224	Not sure.
225	Not to be forced to book on line. It's discrimination for people without technical skills.
226	Nothing.
227	Nothing.
228	Nothing.
229	nothing in particular.
230	Nothing- I enjoy the classes I attend.
231	Nothing much really. It serves me well as is!
232	Nothing really.
233	Offering more reformer Pilates and barre classes (please open during middle of the day).
234	Often reception is a little crowded. It would be good if you could tap in not so close to receptionist.
235	One of the biggest problems in the gym area is people staying on the machines for ages just looking at their phones or talking to their friends. It's awkward having to ask them if they're finished and they often don't respond politely so I often just give up and miss my full workout. Also, lately I've noticed a group of young men starting to patronise the weights area of the gym who work out by dropping heavy weights on the floor with a crash over and over again. It's really unpleasant to be in the gym on these occasions as the noise is deafening and it's quite intimidating if you're an older person wanting to use that area.
236	One of the fans (Front left when looking at the stage) is very noisy. Making sure the floor in the hall is kept clean.
237	Open earlier, updated facilities.
238	Opening between 1 -2:30 pm each day. And a couple of hours on the weekend afternoons.
239	Opening hours longer and all day.
240	Opening hours. More toilets for women. Better parking options.
241	Overall experience is ok.
242	Overall upgrade of facilities. Better heating in the big room and properly sweeping the floor before yoga classes.
243	Parking.
244	Parking is it always available.

No.	Response
245	Penalise no shows in reformer.
246	Per Q10.
247	Perhaps a small refurbishment.
248	Perhaps facilitate a walking group around the park. This can help people feel included and make connections (which will help with mental health).
249	Physical improvements of the environment.
250	Pilates classes and add advanced.
251	Please bring back Anel for Zumba classes. She was a great instructor.
252	Proper renovations like at Carnegie.
253	Providing more active strength sessions especially for over 60s who work. Also to provide some of these sessions from 5 pm onwards.
254	Pull it down rebuild purpose build for everyone access.
255	Pump classes should ideally be an hour. Even 50 minutes would still be enough time to pack up and leave the room in time for the next class to begin. Adding extra classes on Saturday and Sunday afternoons. An earlier Monday morning class for members who work (7.30).
256	Put a fan cover on the ceiling fans in reformer room. They are filthy.
257	Quite happy with it.
258	Reduce the music volume during Body Pump classes.
259	Refer above.
260	Refreshing the equipment and surroundings would help. It feels as if CRC is forgotten.
261	Regular daily robot vacuuming the large exercise hall floor. It gets very gritty and sandy.
262	Renovation.
263	Renovation.
264	Roman chair/back extension equipment.
265	Room being clean and brighter. Always seems dingy and depressing.
266	Service your reformer beds.
267	Slightly.
268	Some extra evening classes on Fridays.
269	Some modern machines.
270	Some newer equipment.
271	Some shelter at the front of the Pilates Reformer room.
272	Some upgrades on the equipment and overall look of the building and space.
273	Sometimes I feel like we are at an army boot camp where the objective is to belittle attendees.

No.	Response
274	Staff no starting classes early and shutting doors before class starts.
275	Staff that are approachable.
276	Sweeping the floor in the main hall.
277	Tap for bottle refill in reformer studio, check in scanner for reformer. Earlier morning reformer classes.
278	The ability to open windows in the hall for fresh air.
279	The above 3 additional classes added.
280	The Centre has become too full. Classes are booked out quickly and too full. I have been a member for almost 20 years.
281	The facilities are quite old and run down, a renovation and update would be nice. The Pilates room is more modern.
282	The Gel room is always filthy. Dirty floors with heavy dust & loose hair. Some of the reformer beds need new straps, both short & long. Certainly want the place cleaned & reformer beds checked.
283	The gym equipment needs to be upgraded and there needs to be more machines that target the lower body.
284	The large room is always freezing all year round - better temperature control.
285	The layout can be a bit tight but not sure what the best solution is to Improve the layout.
286	The lockers are very small. It would be good to have ones like at Carnegie.
287	The mats in the group fitness room have been available for use for a long while and they are showing their age. Could some new mats be provided, please? Also, for Barre classes, the instructor doesn't have proper barres at either end of the room. Therefore, providing instructions to the class is very difficult.
288	The mats, treadmills are outdated. The lighting could be less harsh. The carpets can be changed.
289	The parking, more treadmills.
290	The spin bikes are not in good condition. There is hardly any where everything works: e.g. the computer on some doesn't work, the saddle wobbles on another, the bike wobbles on yet another. Good quality, working bikes is a condition for me to stay at GEL. The 48 hours to book is quite annoying, especially for more popular classes such as Pilates. It is disappointing to not make it into a class some weeks yet see empty beds EVERY WEEK.
291	The staff are always friendly and helpful. More foundation reformer would be good as well as step classes.
292	The weights in the group class need to be replaced as they often fall off the bar. Replacing the weights for Body pump would encourage me back to doing that class at Caulfield.
293	The worst thing by far is only having 2 female toilets, yet 3 showers. It is horrific. There is always a line of 4 women before a class. The constant complaint every time I go. No one uses the showers; everyone wants a toilet. It was the most terrible design ever. And please get a better rubbish bin with proper foot lever and large enough for the ladies' toilet. The one there is broken, has been since I re-joined in 2024. Seriously, would cost $30!!!
294	Too many people in the class. Number not regulated. I think some people do not check in properly.
295	Update the facilities. If something broken, don't take 3 weeks to fix it. Have plenty have wipes available fir reformer. It always runs out on Sundays.
296	Updated environment.
297	Updated fitness class equipment.
298	Updated, have equipment that I actually need and longer hours more classes for Pilates and reformer.

No.	Response
299	Upgrade / Renovation of the gym. If possible, to make it bigger and definitely upgrade the decor, flooring and equipment. Should be on par with GESAC.
300	Upgrade equipment.
301	Upgraded / new cardio equipment.
302	Upgraded showers and lockers.
303	Ventilation.
304	Very happy with CRC, love the staff.
305	Very happy with extended times. That has really improved overall experience for me.
306	Very often I see some people spray the cleaner almost open in the air and thus I am likely to inhale the mist (probably toxic). In addition to that, people tend to use so many papers for cleaning. In other gyms, there was provided wet tissue for cleaning purposes, and I think it is the correct way to clean.
307	We need a proper storage set up for the steps stacked around the edge of the group fitness room. About every six weeks they fall down during a class, slide onto the floor narrowly missing class participants. They rarely are stacked correctly to lock in to each other which would avoid this. It would be great if they could be stored in the room on the side? Or have the instructor instruct the pack up?
308	Wellness area (sauna, steam, hydro pools etc). Gym floor could also be revamped.
309	What I requested in question 10.
310	Wish there is another Recumbent Bike for it is the most popular and there is only one so sometimes you missed out for with having a sore back is too difficult to cycle on a different bike.
311	Would like to see some modernisation of equipment - doesn't have to be amazing, but a bit better than 'poor cousin' status please. Better air circulation in cardio room - the big fans aren't often on and the tiny ones in the treadmills do nothing! I need air moving over my head when doing hard cardio.

Table 30: Response to Survey Question 'Do you have any other feedback about the Centre?'

No.	Response
1	A bit too dated.
2	A little 'tired' in spots, but it offers GESAC members more variety.
3	Add another bar to the wall so we can have more than 24 in the bar class.
4	Add more bars for Monday 8.30 class Reduce the stage size of the instructors, so the capacity in the large room will increase Replace gym equipment to modern new ones.
5	All staff are pleasant and extremely helpful and approachable. It's a family atmosphere.
6	All your employees are friendly and helpful.
7	Always find the body pump room dark.

No.	Response
8	Am frequently the only male in the group sessions I attend. Would be good to work out why so few men attend. I also attend equivalent classes at another gym where the class would be about 40% men.
9	Apart from needing a facelift, parking isn't great but that's probably out of your control.
10	Bathroom facilities not working.
11	Be more flexible if people are running late for classes. People have been turned away from HIIT classes, and the instructor hasn't even started the warm up or instructions.
12	Been a member for almost 10 yrs very difficult to get into some classes.
13	Best thing about it are the floor staff/trainers.
14	Better car park.
15	Better punch bags outdoor (firmer and mounted higher).
16	Booking classes causes issues. Unfortunately, 9.30 am classes are so popular that if you forget to book within an hour or two you cannot get into the class. This is a stressful situation for me.
17	Build another room instead of the outdoor area - increase the toilets and instead of the cycling room turn it into the weight room.
18	C.R just seems to get old, recycled equipment from GESAC and it doesn't get updated or maintained as frequently if at all as GESAC.
19	Caulfield is my last choice. Not an inspiring space, facilities too old.
20	Centre should be open all day.
21	Cleaning up the Pilates room. Poor maintenance.
22	Compared to Carnegie it is looking tired and worn out. It could do with a refurbishment in the toilet areas and the gym areas.
23	Congrats to GE council for providing an excellent community facility. I like that the gym users are a wide range of ages (85yr for some) and the vibe is health rather than body aesthetic.
24	Could be cleaner.
25	Do not get rid of the Centre.
26	Do you have any other feedback about the Centre?
27	Enjoy the Centre thanks.
28	Environment needs a refresh and less restrictive hours.
29	Excellent services.
30	Excellent work by the team at CRC in keeping the bathroom and changeroom in a spotless condition.
31	Exercise equipment needs replacing.
32	Friendly community for all levels.
33	Friendly staff and group exercises teachers are terrific too.
34	Friendly staff, trainers and group fitness staff. Love the community feel and have made some really good friends from the gym.

No.	Response
35	GEL has done a fantastic job upgrading an old-style location with modern equipment, painting and good instructors.
36	Generally, very happy with this gym, I've been a member since 2012 and love coming here, the people are so friendly and there are a lot of familiar faces.
37	Great location. Outdated facilities.
38	Great location for me personally.
39	Gym could open a little earlier than 6am for morning users. Ideally from 5.45am.
40	Gym equipment is old and much less variety compared to GESAC.
41	Gym rooms are v miserable- paint walls - brighten place up - as well as the tired old entrance.
42	Happy with Staff and facilities.
43	Hate having to set my alarm to guarantee a spot in group fitness classes - I can't always act in time, so end up missing out. Money wasted.
44	I am grateful for the centre. Particularly the reformer room. I find the big room where the fitness classes are held is a bit depressing. It's getting a bit old. If I have a choice I go to Carnegie or GESAC because the facilities are better.
45	I am presuming that Glen Eira Council subsidies the gym and as a rate payer I do not think it is fair that those outside Glen Eira pay the same membership as I do. Surely those outside Glen Eira should pay more for their membership.
46	I am very happy with the Pilates room.
47	I am very happy with the centre. The instructors are great and very professional. The booking service is stressful, but I don't see any other way to do it. I needed to cancel as something urgent came up last week and it as was about 90 minutes before the class. I tried ringing a few times however the phone at GESAC was unattended. Perhaps the 2-hour online cancellation window could be lessened to 1 hour.
48	I don't like that it closes at lunch on the weekends.
49	I don't know if the Cycle Studio is used as I think only virtual classes are offered, but it feels that this space could be better utilised. With the general demographic of CRC attendees, something like the Bio Strength circuit as GESAC could be a better use of the space. Or add some more "wellness" classes in that space for example Chair based classes, meditation or Tai Chi.
50	I enjoy my time there. Staff friendly and helpful
51	I find the instructors very pleasant and the other attendees also.
52	I imagine some people may want a fresher centre. For me, the Centre itself is fine. I appreciate the atmosphere of friendliness and the quality of classes.
53	I joined after years of inactivity, I think around August 2025, and now find my regular exercise is a key facet of my health and wellbeing.
54	I like that it's smaller and much quieter than GESAC gym.
55	I like the booking system.
56	I like the fact that it is not over crowded with users.
57	I like the location, I like the simplicity of the offering, I like the quality of the Pilates studio and teacher.
58	I like the reformer Pilates instructors.
59	I like the relaxed, casual atmosphere.

No.	Response
60	I love that it is in walking distance to my home.
61	I mostly attend Caulfield Rec which is more basic but adequate. Of course, Carnegie is a glorious amenity. I choose never to attend GESAC. Staff consistently amazing.
62	I really appreciate the Centre.
63	I really enjoy the Centre.
64	I really value the intimacy of the facilities - not too many people so I don't feel unseen or anonymous.
65	I think it does need a general upgrade as some areas are getting a bit worn out.
66	I think the majority of the gym staff are very helpful. CRC caters to a large senior population which is a very good thing.
67	I think the staff are great, everything is clean and in good order and its fantastic value for money 😊
68	I think with Carnegie being so updated now, it makes Caulfield like the poor relation. I have joined another gym close to home in Elsternwick because GESAC is too far and I didn't find Caulfield gym pleasant.
69	I use Keiser clinic for chronic back issues. Impersonal, unfriendly but efficient programme. Caulfield is complete opposite as staff and other customers are welcoming and friendly.
70	I use this Centre as well as all the other GEL facilities, and quite like Caulfield as sometimes not as busy so can get into reformer classes more easily. Also easier to park. Much more relaxed atmosphere compared with other locations. Would be good to possibly have a broader range and times of group fitness & reformer classes.
71	I would love it to be open more hours.
72	I would use GESAC more if the parking was better.
73	I'm grateful that we have such a good facility and so many group fitness classes and good instructors.
74	I'm happy with the facilities.
75	I'm interested in doing more classes and possibly using the gym.
76	Improve bike room and set up classes.
77	In general, I think CRC is really great. I enjoy my work outs there. The atmosphere is usually friendly and relaxed and the staff are lovely.
78	In time the bathrooms could be renovated.
79	Increase the car parking spots.
80	Install more mirrors in cardio room so participants can check on their technique.
81	Instructors have been great.
82	It feels as though the foyer is the only nice part of the gym and has all the room. Instructors fantastic. I do wonder though why the spare barre in storage space can't come out when barre class is on to allow more space between people.
83	It has a great location and good potential.
84	It is a lovely Centre. Really friendly staff and I value being a member.
85	It is already a very popular gym with many classes being booked out very quickly. Great instructors!
86	It seems if you are not a particular demographic you are not welcome.

No.	Response
87	It's a great space and I enjoy visiting. Generally, it quieter and suits my needs.
88	It's a great local centre that I enjoying attending along with my family.
89	It's great that the class instructors are elevated so people can see them. Classes are well equipped. All your staff are knowledgeable and encouraging.
90	Its small and friendly.
91	Keep it up. Maybe some reminders to keep political discussions outside.
92	Leave it alone as it is working for users.
93	Location is very helpful as walking distance from home so good for a quick workout and Pilates. However, if I have more time I would usually go to GESAC for their facilities.
94	Looks very dated compared to the other 2 venues, might as well close it down. People can use Carnegie gym nearby.
95	Love Caulfield. GESAC and Carnegie could learn a lot from the workout studio. Caulfield has wonderful mirrors at the front of the workout studio, Carnegie has none. GESAC has at the side, but not front. Needs to change for posture alignment.
96	Love CRC and the staff there. The group classes and pricing are great for us older participants.
97	Love it.
98	Love that we have this as an option to attend. Classes are always full.
99	Love the Caulfield reformer room!
100	Love the reformer room with the high ceiling, find it a better experience than the new one at Carnegie pool which has a low ceiling.
101	Lovely staff. Love that it's not crazy busy so you can always use the equipment you need within a good amount of time.
102	More yoga classes.
103	need more living stringer activities most of the participants are older.
104	Needs ankle weights.
105	No - it seems to work for me.
106	No, it's amazing, best gym I've been to.
107	No. I'm happy at CRC.
108	No. Other than if has been great and I am very happy with the council in providing such facilities at such a cheap price for my age group (over 70). Has really made want to get fit.
109	Not everyone loves very loud music. Sometimes it can be very loud which is an issue for those with hearing aids. A friend asked an instructor to turn it down. He told her that she should come at a different time when his class was not on. She hadn't asked for it to be turned off, just turned down.
110	Not really. More machines (e.g. Calf raises, shoulder press) would be nice but if that would raise the cost of the membership then I'd prefer what is currently offered.
111	Nothing.
112	Only positive. I exercise without working with a staff member, but whenever I interact with them, they are friendly and helpful.
113	Only to ensure classes are not so overfull that one's safety could become an issue, with unthinking people running into others during exercises.

No.	Response
114	Opening hours could also improve.
115	Overall, the facilities and staff are good.
116	Overall, I am satisfied with the centre and enjoy the classes.
117	Parking, parking, parking.
118	People sitting too long on machines talking not exercising. It is very annoying.
119	Please can we get antibacterial wipes in the group fitness room and encourage equipment to be wiped down. I'd also love to see the same mats as GESAC and Carnegie as they are easier to keep clean. The reformer Pilates studio gets very stuffy in summer. I only use it seasonally for this reason. Fans would help. It would be amazing to see CRC brought up to the same standard as the other locations.
120	Please change the hours so that it doesn't close during the day and is open longer on Saturday's and Sundays.
121	Pretty much as I have written above.
122	Pretty old, needs a facelift.
123	Really needs a cheap and cheerful renovation at least. A major overhaul would be good but just tidy it up, new floors, new machines, longer operating hours as a start. Place gets too busy for its size in peak.
124	Reception staff are all friendly and helpful.
125	Show it some love, promote it, make it feel like part of GEL, not some third-rate adjunct.
126	Some of the reformer beds require the ropes to be replaced, getting "furry".
127	Sometimes with only two toilets is too hard especially in between classes. There is a long queue especially now we have to get in five mins before classes starts and we start to panic.
128	Sort out speeding in the car park and adherence to one way Have another exit (not entrance) at back of the car park.
129	Sound machines could be improved.
130	Staff are always friendly.
131	Staff are great.
132	Staff are great.
133	Staff are great!
134	Staff are nice.
135	Staff are not well organised. Reception staff spend too much time in aimless conversation with friends or other staff, sometimes in Yiddish. English should be the only language spoken.
136	Staff are very friendly and supportive. If I turn up and ask to use the Spin room out of scheduled class hours, they are very accommodating which I appreciate.
137	Staff are very helpful and welcoming.
138	Staff at reception always friendly, which is a lovely start to entering 😊
139	Staff pretty good. Zoe and Noah are stand outs.

No.	Response
140	Teachers are great. I appreciate evening classes being offered as occasionally I go then when I'm unable to go during the day.
141	Thank you, it is a great centre with great instructors.
142	Thanks for providing excellent services.
143	The centre is rather out dated. The gym upstairs is rather small and gets crowded on busy mornings. The facility does not flow-it's in bits and pieces-you have to go upstairs and then downstairs to use equipment. Also wasted space outside on the ground floor.
144	The class session teachers are very good.
145	The front desk staff are always so pleasant and helpful- I have noticed some older customers being rather disrespectful to the young staff, so I hope they are getting support.
146	The group fitness classes have become a challenge and unpleasant since generous closed theirs and their members have come to us. You had never given priority or preference to your long-standing members.
147	The instructor is fantastic.
148	The instructors are great - thanks!
149	The instructors are very good and informative and friendly. The centre has a good feel about it with most members friendly.
150	The Pilates studio is always extremely dusty. We also need a bench or chair where we can put our shoes on after class.
151	The reformer instructors are excellent.
152	The rigid booking system means I am unable to book for the 8.30am Monday class as I am Jewish and observe the Sabbath. The class is always booked at the end of the Sabbath.
153	The staff are lovely, friendly and helpful.
154	The staff are lovely. The cleaners don't do a great job upstairs.
155	The staff are very friendly.
156	The staff are wonderful. It's a very comfortable place to attend.
157	The staff that work upstairs are great i.e. Kate, Steve, Zoe. That are all polite, helpful and professional.
158	The teachers and classes are great, would love it to be open at lunchtime to come in my lunchbreak from work.
159	The women's shower facilities are frequently out of order.
160	The young staff are extremely lovely.
161	There is a PT (an older man) who is often on the floor on Fridays. I have seen him use the equipment for his own workouts and not when supporting others. I've often wanted to use that equipment but am too intimidated to ask him to move (I'm female). I've often seen him interact very socially with other older men in the weights area that is loud and obnoxious. On these occasions I've actually seen no other females in that space- all moved downstairs. I really like going to Caulfield because it is welcoming and quite approachable. This PT doesn't help with this, and I've now considered not going on Fridays to avoid working out.
162	There should more of an interval before pump classes as they require more time to set up. e.g. The Body Combat class at 9.30am of Saturdays is supposed to finish at 10.25 but it always runs 5-10 mins overtime. This means that the pump class that's supposed to start at 10.30, starts later with participants scrambling to set up their stations. Consequently, the people who want to go to the Mobilise class at 11.30, must pack up and leave the pump class before it finishes. I strongly suggest that the

No.	Response
	Body Combat class should run for 50 minutes and not be allowed to run overtime. Your recent rule that if you're late for a class, you're not admitted, is a great rule. However, not all group class instructors follow it. Ringing phones during group classes are occurring more frequently lately. As well as giving the "medical clearance" blurb at the start of a class, instructors should also remind everyone to put their phones on silent.
163	To ensure that bookings are validated so the waiting list has greater success.
164	Too many members for the number of classes.
165	Updating the body pump equipment would be helpful.
166	Very challenging to get into some classes due to some people having special access / priority through the App.
167	Very poor like everything related to health and fitness with this council. How about caring more about fee paying members, caring more about woman, stop promoting this manosphere culture that is rife.
168	Wellness area (sauna, steam, hydro pools etc). Gym floor could also be revamped.
169	When I visited Carnegie, for my Birthday/Christmas for as fortnight last December, I was blown away!!! CRC is really the poor cousin!!!! COG should never have sold the land where the Library was situated, now we need to grow, how are we going to have the Community Centre returned to Council? at what cost? We need to expand further in to Princes Park!!!
170	Why does it close at lunchtime??
171	With the booking requirements, it's actually very difficult to attend a class. The class has always reached the full capacity and unable to attend. Considering the change the venue as I cannot attend classes I wish to.
172	Would like to have the chance to have the gym open as well during 1pm to 3pm as sometimes due to my schedule those hours are free.
173	You have some excellent trainers, but there are several who sit behind the computer and have no comprehension of what is happening in the gym. They need to be on the floor.
174	You're a lovely, welcoming gym and I'm really enjoying using the facilities otherwise :)
175	Zoe is excellent I'm her development of my program.

Appendix 2: Customer Satisfaction Survey

Total respondents:

Of the **522** respondents some members also attend GESAC (60%) and Carnegie Memorial Swimming Pool (54%), but all respondents are CRC members.

Demographics

Gender: The membership is predominantly female — 83% identify as women or girls, 16% as men or boys, with a small number identifying as non-binary or other.

Age: CRC skews older. The two largest age groups are 65–74 (27%) and 55–64 (26%), together making up over half the membership. The 45–54 bracket adds another 17%, meaning roughly three-quarters of members are aged 45 or older. Younger cohorts (under 35) represent only about 12%.

Membership Profile

Tenure: Half the members (50%) have been with GEL for more than 24 months, indicating strong retention. A further 16% are in their 12–24-month window, while around 26% are newer members (under 6 months).
Membership type: Gold memberships dominate at 64%, followed by Activate at 28%. Other types (Rising Star and Corporate) are marginal.
Visit frequency: Members are very active — 37% attend more than four times per week, and another 37% come three times per week. Only 5% attend once or less per week.

Facility Usage

Group fitness classes are the most popular area of the facility (81%), followed by the gym floor (58%). Aquatic usage is also notable by these users at other sites — both pools/slides (35%) and the wellness/spa/sauna/steam zone (35%) are well-used.

Customer Service

Ratings across all dimensions are very strong, with weighted averages all sitting between 1.66 and 2.08 on a 1–5 scale (lower = better):

Dimension	Weighted Average
Friendliness	1.66
Professionalism	1.72
Knowledge	1.83
Wait time	2.08

Friendliness is the standout strength; wait time is the one area with a little more room to improve.

Health Club (Gym)

Equipment satisfaction (Q13, weighted averages):

Equipment	Weighted Average
Cardio equipment	3.02
Free weights	3.27
Machine weights	3.39
Functional training zone	3.85
Bio strength	4.15

These scores are noticeably higher (less positive) than the service scores, suggesting equipment is an area members would like to see improved.

Health Club staff are rated much more positively:

Dimension	Weighted Avg
Professionalism	2.34
Approachability	2.46
Knowledge	2.49

Health consultations: Only 22% of members had a health consultation or personalised program in the last 12 months. Notably, 13% said they didn't know it was offered — a clear communication opportunity.

Group Exercise

Class attendance: 83% of members attend at least one group class per week; 34% attend 3–4 classes and 14% attend 5 or more.

Program satisfaction is high across the board:

Dimension	Weighted Avg
Quality of instructors	1.61
Range of classes	1.75
Entertainment factor	1.80
Equipment standard	1.92
Class times	2.17

Instructors are a clear standout. Class times are the area members are least satisfied with.

Most wanted additions (Q19): Reformer Pilates is by far the most requested at 51%, followed by "Other" (38%), Yoga (29%), Activate (24%), Aqua (15%), HIIT (13%), Boxing (11%), and Cycle (10%). One in three members (33%) would like to see new classes added to the timetable.

Online Booking

82% find the online booking system easy to use. 11% find it difficult, and 8% don't use it.

General Facilities

Dimension	Weighted Avg
Cleanliness	1.91
Opening hours	1.98
Maintenance	2.13

Cleanliness is well regarded; maintenance is the area members flag most.

Support Services & Inclusion

Only 18% of members are aware of the support services available at GEL — 58% said no and 24% were unsure. This is a significant awareness gap. On disability awareness, 37% said staff are capable of supporting diverse patrons, but 60% responded "unsure/N/A", suggesting this may not be visible or relevant to many members.

Value & Advocacy

Value for money: 92% of members believe their membership provides value for money — a very strong result.

Net Promoter-style rating (Q38): Results are very positive. 53% gave a score of 10 (very likely to recommend), and 12% gave a 9. Combined scores of 9–10 (promoters) sit at 65%, with only around 7% rating 6 or below. This points to a strong NPS.

The CRC NPS score is **+59** (rounded from 58.9).

The breakdown from 482 responses is as follows:

Group	Scores	Count	%
Promoters	9–10	315	65.4%
Passives	7–8	136	28.2%
Detractors	0–6	31	6.4%

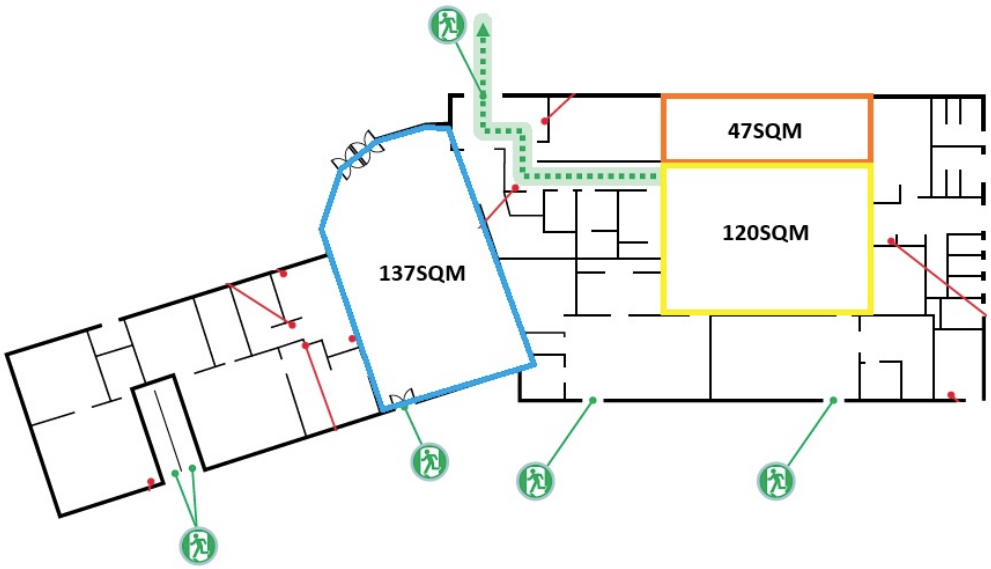
NPS = 65.4% − 6.4% = +59

This is a strong result. An NPS above 50 is generally considered excellent, and above 70 is world-class. CRC sits comfortably in the "excellent" range.

Key Takeaways

- **Strengths:** Group fitness instructors, customer service friendliness and overall value for money all rate very highly. Member loyalty and visit frequency are excellent.
- **Opportunities:** Reformer Pilates demand is very high. Health consultation awareness needs attention. Gym equipment could be upgraded or better explained. Class times are consistent friction points. Support services awareness is very low.

Appendix 3: DC Bricker Reserve Pavilion Floor Plan



Appendix 4: Detailed Options Assessment

Table 31: Options Assessment

Problem Statement	Option	Benefits	Risks /Constraints	Financial Impact	Overall Assessment
Operating hours are not well aligned to contemporary patterns of use.	Option 1: Status Quo	No operational disruption or immediate cost.	Does not address a known service gap and may perpetuate lost opportunities for participation.	Neutral in the short term; negative over time through constrained revenue growth.	Not recommended.
	Option 2: Optimisation	Allows Council to better align hours to demand and improve convenience using the existing facility.	May require staffing adjustments and demand testing, with some risk that extended hours are underutilised.	Low to moderate cost increase, with potential for offsetting revenue uplift through improved utilisation.	Preferred short- to medium-term response.
	Option 3: Service Expansion	Expanded and redistributed service spaces could support broader hours and stronger program availability.	Requires relocation and operating model changes; benefits depend on successful use of DC Bricker and revised staffing.	Moderate capital and operating cost, with stronger potential revenue upside than optimisation alone.	Positive if linked to broader service expansion objectives.
	Option 4: Transformational Change	Would allow operating hours and access to be fully reconsidered within a fit-for-purpose future model.	Requires further investigation, major capital planning and a longer delivery timeframe.	High capital cost; long-term opportunity to improve sustainability and utilisation.	Consider as part of longer-term asset planning.
The facility's ageing and inaccessible built form and constrained parking limits service delivery.	Option 1: Status Quo	Avoids immediate capital expenditure.	Accessibility, amenity and parking issues remain unresolved and continue to constrain service quality.	Neutral short term; escalating renewal and opportunity costs over time.	Not recommended.
	Option 2: Optimisation	Can improve some amenity, maintenance and operational issues without major redevelopment.	Does not resolve the underlying built-form and accessibility limitations.	Low to moderate cost with limited strategic return.	Useful only as an interim response.
	Option 3: Service Expansion	Relocating the gym to ground level and moving group exercise to DC Bricker would materially improve accessibility and relieve site pressure.	Requires capital works, operational transition and confirmation that alternative spaces are suitable and available.	Moderate capital cost with meaningful operational and customer benefits.	Strong medium-term option.
	Option 4: Transformational Change	Provides the greatest opportunity to fully address accessibility,	Highest complexity, cost and delivery risk; dependent on	High capital cost but potentially strongest long-term strategic return.	Most appropriate long-term response.

Problem Statement	Option	Benefits	Risks /Constraints	Financial Impact	Overall Assessment
		compliance, parking and fit-for-purpose issues.	further investigation and Council decision-making.		
CRC's service mix is strong in key areas but overly dependent on a narrow range of offers.	Option 1: Status Quo	Retains current strengths and existing user base.	Leaves CRC exposed to limited market breadth and constrained growth.	Neutral.	Not preferred.
	Option 2: Optimisation	Enables targeted timetable, program and pathway changes within current resources.	Expansion of offer may be limited by space and staffing constraints.	Low to moderate cost with moderate revenue upside.	Preferred initial response.
	Option 3: Service Expansion	Creates more capacity to diversify programs and introduce complementary offers.	Depends on successful expansion into other spaces and increased operating complexity.	Moderate cost with stronger growth potential.	Positive if broader service development is a priority.
	Option 4: Transformational Change	Allows a fundamentally redefined service model with broader market reach and greater flexibility.	Requires significant planning, investment and change management.	High capital and implementation cost.	Long-term strategic option only.
High-demand programs are operating under access pressure.	Option 1: Status Quo	Maintains existing timetables and avoids short-term disruption to current operations.	Does not address waitlists, missed access and member frustration in high-demand programs, and may constrain participation growth.	Neutral in the short term; negative over time through lost utilisation and revenue opportunities.	Not recommended.
	Option 2: Optimisation	Improves access to popular programs through timetable refinement, demand-based scheduling and better use of existing studio capacity.	Capacity gains may be incremental only and could remain constrained by the current footprint, staffing and programming limits.	Low to moderate cost, with potential revenue upside through improved class utilisation and retention.	Preferred short-term response.
	Option 3: Service Expansion	Creates additional program capacity through expanded or complementary spaces, enabling more classes, reduced waitlists and stronger responsiveness to demand.	Requires suitable alternative spaces, additional staffing and a more complex operating model, and benefits depend on successful implementation across sites.	Moderate capital and operating cost, with stronger participation and revenue upside if demand is captured effectively.	Positive where increased capacity is a strategic priority.
	Option 4: Transformational Change	Would enable high-demand programs to be addressed through a fundamentally redesigned service and facility	Represents a major response to what may initially be addressed through scheduling and expansion measures, and requires	High capital cost, with benefits realised only as part of a broader long-term redevelopment or service transformation program.	Long-term strategic option only.

Problem Statement	Option	Benefits	Risks /Constraints	Financial Impact	Overall Assessment
		model with significantly greater capacity and flexibility.	substantial planning, investment and delivery time.		
The quality and condition of some equipment and amenities no longer meet user expectations.	Option 1: Status Quo	Avoids immediate expenditure and disruption.	Declining perceptions of quality, cleanliness and comfort remain unresolved and may worsen over time.	Short-term neutral; medium-term negative through higher maintenance inefficiency and member dissatisfaction.	Not recommended.
	Option 2: Optimisation	Allows targeted renewal of equipment, presentation and amenity standards within the current operating model.	May improve customer experience incrementally but does not address broader space or built-form limitations.	Low to moderate cost, depending on the extent of asset renewal and maintenance works undertaken.	Preferred short-term response.
	Option 3: Service Expansion	Provides an opportunity to improve amenity quality more comprehensively through reconfigured spaces and upgraded environments.	Benefits depend on broader service relocation and capital works proceeding and may not be justified solely on amenity issues.	Moderate capital cost with broader customer experience benefits if delivered as part of a larger upgrade response.	Positive where linked to wider facility improvements.
	Option 4: Transformational Change	Would enable a fully renewed facility standard and significantly improve perceived quality, amenity and competitiveness.	Represents a major response to what is partly an amenity issue and may exceed what is required unless broader asset change is also being pursued.	High capital cost, with benefits realised only as part of a larger strategic redevelopment or replacement initiative.	Long-term option only.
CRC's role within the broader Glen Eira Leisure network is not clearly defined.	Option 1: Status Quo	Retains CRC's current community role and avoids immediate disruption to existing perceptions.	Does not resolve confusion about CRC's point of difference, target market or role relative to other GEL sites.	Neutral in the short term; potential strategic inefficiency over time.	Not preferred.
	Option 2: Optimisation	Allows Council to clarify CRC's purpose, target market and relationship to other GEL sites through service planning, marketing and membership positioning.	Requires coordinated communication and operational alignment across the network, and benefits may take time to be recognised by users.	Low cost, largely strategic and operational in nature.	Preferred short-term response.
	Option 3: Service Expansion	Provides an opportunity to define CRC more clearly as a complementary, community-focused offer within the wider network, supported by expanded spaces and programs.	Strategic clarity still depends on deliberate network planning and may not arise automatically from physical expansion alone.	Moderate cost, depending on the scale of service and facility changes pursued.	Positive if paired with a clear network strategy.

Problem Statement	Option	Benefits	Risks /Constraints	Financial Impact	Overall Assessment
	Option 4: Transformational Change	Creates the strongest opportunity to reposition CRC within a redesigned network and asset model, with a clearly differentiated long-term role.	Requires major strategic, asset and service planning, and may involve complex stakeholder and community considerations.	High cost if linked to broader redevelopment or service transformation.	Long-term strategic option.
Membership pathways, support services and value-add offers are not always well understood.	Option 1: Status Quo	Requires no immediate change to current communication or membership systems.	Continues low awareness of available services and may reduce perceived membership value and service take-up.	Neutral in the short term; ongoing missed value and retention opportunities over time.	Not preferred.
	Option 2: Optimisation	Improves member understanding and perceived value through clearer onboarding, communication and promotion of existing services and entitlements.	Success depends on consistent implementation by staff and may take time to shift member awareness and behaviour.	Low cost, primarily operational and communication related.	Preferred short-term response.
	Option 3: Service Expansion	Creates additional opportunities to embed support services, pathway offers and cross-site benefits within a broader and more visible service model.	May improve visibility, but clearer communication and member navigation would still be required to realise the benefits.	Moderate cost if linked to wider service changes and updated systems or collateral.	Positive if delivered alongside broader service improvements.
	Option 4: Transformational Change	Would allow membership products, service pathways and support offers to be redesigned as part of a fully integrated future model.	This is a major response to an issue that is primarily operational and may not be justified unless broader transformation is already being pursued.	High cost if linked to wider service redesign, systems change and implementation.	Long-term option only.
The current staffing and supervision model supports basic operations but may not be sufficient for future needs.	Option 1: Status Quo	Avoids immediate staffing cost increases and maintains current roster stability.	Does not address concerns about gym-floor visibility, proactive support and future service complexity.	Neutral in the short term; may create hidden service and safety costs over time.	Not preferred.
	Option 2: Optimisation	Improves service quality, customer support and safety through targeted rostering changes, stronger staff visibility and clearer supervision expectations.	May increase labour costs and require careful management to ensure improved coverage translates into measurable customer and operational benefit.	Low to moderate recurrent cost increase.	Preferred short-term response.

Problem Statement	Option	Benefits	Risks /Constraints	Financial Impact	Overall Assessment
	Option 3: Service Expansion	Provides an opportunity to redesign staffing structures to better support expanded programs, multiple venues and more proactive member engagement.	Requires a larger workforce commitment and stronger coordination across sites, with greater operational complexity.	Moderate recurrent cost increase, potentially supported by higher participation and program revenue.	Positive if broader expansion proceeds.
	Option 4: Transformational Change	Would enable staffing, supervision and customer support models to be fully redesigned around a new long-term service and asset model.	This is a substantial response to an issue that may be partly addressed operationally and may be disproportionate unless linked to broader transformation.	High cost if associated with wider service redesign and organisational change.	Long-term option only.
CRC is highly valued by older adults, but its future relevance to changing demographics is uncertain.	Option 1: Status Quo	Retains CRC's strong appeal to its current loyal member base, particularly older adults.	Does not address the risk of over-reliance on a narrower user profile or improve appeal to emerging market segments.	Neutral in the short term; potential long-term participation and growth constraints.	Not preferred.
	Option 2: Optimisation	Allows Council to retain CRC's strengths for existing users while refining programs, marketing and membership settings to broaden appeal over time.	May only produce gradual change and could be constrained by current space, service mix and facility limitations.	Low to moderate cost, primarily through targeted programming, promotion and service development.	Preferred short- to medium-term response.
	Option 3: Service Expansion	Provides greater flexibility to broaden the service mix, increase capacity and create offers that appeal to both current users and emerging demographic groups.	Success depends on clear market positioning, suitable program development and the effective use of expanded or complementary spaces.	Moderate cost, with stronger long-term participation and revenue growth potential.	Positive if broader service diversification is a priority.
	Option 4: Transformational Change	Would enable CRC's long-term role, target markets and service model to be fully redefined in response to demographic change and broader network needs.	Requires major strategic planning, asset consideration and potentially substantial service redesign beyond the immediate issue.	High cost if linked to wider redevelopment, repositioning and long-term service transformation.	Long-term strategic option only.

10.3 USE OF PRIVATELY OWNED LAND FOR TEMPORARY OPEN SPACE

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Attachments: *Nil*

EXECUTIVE SUMMARY

At the Ordinary Council Meeting on 5 November 2025, Council resolved to investigate the potential use of privately owned vacant land for temporary public open space and to report back on the outcomes of discussions with shortlisted landowners.

Officers have completed the investigations requested by Council and engaged directly with owners of shortlisted sites. Initial discussions confirmed that there was interest amongst some landowners in participating in temporary public open space initiatives. However, while landowners expressed interest in the concept, officers were unable to secure in-principle agreement to Council's proposed licence framework, particularly regarding the minimum two-year licence term and financial arrangements.

The investigation has nevertheless provided useful insights to guide future opportunities, including a clearer understanding of the market conditions and financial considerations affecting the delivery of temporary open space and the factors that would need to be addressed should future opportunities arise.

Given the resources required to identify, assess and negotiate with prospective landowners, officers recommend that Council continue to monitor opportunities for suitable sites on an opportunistic basis rather than undertake annual municipality-wide desktop reviews. This approach will allow Council to respond to future opportunities while directing resources toward the delivery and enhancement of permanent open space outcomes.

RECOMMENDATION

That Council resolves to not proceed with the temporary use of private land for open space initiative.

BACKGROUND

Open space is highly valued by the Glen Eira community and plays an important role in supporting recreation, social connection, health and wellbeing.

At the Ordinary Council Meeting on 5 November 2025, Council considered a report regarding the feasibility of utilising privately owned vacant land as temporary public open space.

Council resolved to investigate the initiative further by engaging with selected landowners to ascertain their interest in participating in the proposed program and to report back on the outcomes of those discussions.

Following Council's resolution, officers undertook engagement with shortlisted landowners and tested the proposed licence framework to better understand the practicality of delivering temporary public open space on privately owned land.

ISSUES AND DISCUSSION

The investigation provided an opportunity to test Council's proposed temporary public open space model in a real-world context and assess whether the initiative could be delivered in a manner that balanced community benefit, financial sustainability and risk.

Officers engaged directly with owners of shortlisted sites and explored their willingness to participate in the initiative.

The engagement process demonstrated that there is interest among some landowners in the concept of making vacant land available for temporary community use. This finding is encouraging and suggests there may be future opportunities to pursue similar initiatives on key sites should suitable circumstances arise. However, discussions also highlighted a number of practical challenges that would need to be addressed before a workable agreement could be achieved.

While two landowners expressed initial interest in the proposal, neither was willing to enter into the minimum two-year licence arrangement proposed by Council. In addition, both landowners sought licence payments significantly above Council's initial assumptions, reflecting the financial impacts associated with land tax and vacant residential land tax obligations. As a result, officers were unable to secure in-principle agreement to Council's proposed licence terms.

The investigation also provided greater clarity regarding the financial commitment required should Council seek to establish temporary public open space on privately owned land. Officer estimates indicate that the cost of establishing and operating a temporary open space site would be approximately $50,520 per site over a two-year period. This estimate includes site establishment works, ongoing maintenance, licence fees, legal advice and agreement preparation, as well as end-of-term make-good obligations.

Importantly, the estimated cost is based on Council's original assumptions regarding licence payments. During negotiations, landowners indicated they would seek higher compensation than originally anticipated. Consequently, the actual cost of delivering the initiative may have exceeded the estimated amount had negotiations progressed.

While temporary public open space may provide localised community benefits, these costs must be considered alongside the temporary nature of the arrangement, uncertainty regarding future landowner intentions beyond the licence period, and the absence of dedicated funding within the current budget.

The investigation has nevertheless delivered a valuable outcome by enabling Council to test the concept directly with landowners, better understand the market conditions affecting privately owned vacant land, and develop a realistic appreciation of the legal, financial and operational considerations associated with the initiative. These findings provide a sound evidence base for assessing future opportunities and ensuring any future investment delivers value for the community.

Officers also considered the practicality of continuing annual desktop reviews of vacant land. The investigation demonstrated that identifying suitable sites, undertaking assessments and engaging with landowners requires significant officer resources across multiple service areas. In light of the outcomes achieved, officers consider that a more flexible and opportunistic approach would provide better value, allowing Council to assess suitable strategic sites, particularly sites deficient in access to open space if and when opportunities arise, rather than undertaking annual municipality-wide investigations.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The initiative has the potential to contribute to urban greening and improved neighbourhood amenity where temporary open space opportunities can be secured.

While the current investigation did not result in a licence agreement being established, the findings may inform future opportunities that support Council's climate resilience and urban cooling objectives through additional green space and landscaping initiatives.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The investigation confirmed that delivery of temporary public open space on privately owned land would require a financial commitment from Council for the duration of any licence arrangement.

Officers estimated the cost of establishing and operating a temporary public open space site to be approximately $50,520 over a two-year period per site. These costs include establishment works, ongoing maintenance, licence payments, legal advice, agreement administration and end-of-term make-good obligations.

The estimate does not include potential increases in licence payments sought by landowners during negotiations. Discussions undertaken as part of the investigation indicated that landowners may seek compensation arrangements linked to land tax and vacant residential land tax obligations, resulting in higher costs than originally anticipated.

There is currently no dedicated funding allocation for implementation of the initiative. Any future proposal would therefore require Council to identify an appropriate funding source through future budget processes.

The investigation also demonstrated that substantial officer resources are required to identify suitable sites, undertake property assessments, engage with landowners, obtain legal advice and negotiate agreement terms. Officers from City Futures, Property, Parks Services and Legal Services contributed to the investigation over several months.

While the initiative remains conceptually aligned with Council's aspiration to explore innovative approaches to increasing access to open space, the financial and resource implications suggest that an opportunistic approach to future opportunities would provide greater value than undertaking regular municipality-wide reviews.

POLICY AND LEGISLATIVE IMPLICATIONS

The investigation supported the implementation of Council's resolution of 5 November 2025 and aligns with Council's objective of exploring innovative approaches to increasing access to open space.

COMMUNICATION AND ENGAGEMENT

Officers undertook direct engagement with owners of shortlisted sites to ascertain their interest in participating in the temporary public open space initiative. Initial contact was made through written correspondence, followed by ongoing discussions and negotiations with interested landowners.

As part of this engagement process, officers sought to test the practicality of Council's proposed licence framework and explored whether mutually acceptable commercial and operational arrangements could be achieved. Discussions focused on key matters including:

- the proposed minimum two-year licence term;
- Council's responsibility for site establishment, maintenance and management;

- the allocation of land tax and vacant residential land tax liabilities;
- licence fee expectations; and
- legal and operational requirements associated with public access to privately owned land.

Officers engaged with two landowners who initially expressed interest in the proposal and undertook extensive follow-up discussions to better understand their requirements and concerns. This included responding to enquiries, clarifying Council's proposed position regarding licence fees and taxation obligations, and exploring whether an agreement could be reached on the core licence terms.

While the negotiations confirmed there was interest in the concept of temporary public open space, officers were ultimately unable to secure in-principal support for Council's proposed licence framework. In particular, landowners were not willing to commit to the minimum two-year licence term and sought compensation arrangements that differed significantly from officer's estimates.

LINK TO COUNCIL PLAN

Strategic Direction 2: Diverse, welcoming and accessible places
Our green open spaces and community facilities are well-used, well-located and accessible

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

Council requested officers to investigate whether privately owned vacant land could be utilised for temporary public open space and to engage directly with selected landowners regarding their willingness to participate in the initiative.

Officers have completed the investigations requested by Council and successfully tested the proposed model with prospective landowners. The investigation confirmed there is interest in the concept of temporary public open space, while also identifying practical and financial constraints that currently limit its delivery under Council's proposed licence framework.

The findings provide Council with a stronger evidence base for future decision-making and improve Council's understanding of the legal, financial and operational considerations associated with temporary public open space initiatives on private land. Future opportunities continue to be assessed on an opportunistic basis as suitable key strategic properties are identified. The work undertaken will also assist Council to respond more quickly and confidently if suitable future opportunities arise.

10.4 NOTICE OF MOTION NO. 26/001: OFFICER RESPONSE - INDIAN MYNA BIRD MANAGEMENT

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Attachments: *Nil*

EXECUTIVE SUMMARY

This report responds to Notice of Motion No. 26/001 – Indian Myna Management – Initial Considerations, adopted by Council on 7 April 2026. The motion requested an assessment of pest species risks within Glen Eira, including the ecological impacts of Indian Mynas, a review of management approaches adopted by comparable metropolitan councils, consideration of feasibility, resourcing, regulatory and animal welfare implications, and advice on whether targeted pest control programs would represent an effective and proportionate response.

The assessment found that Indian Mynas are one of a number of introduced species that may impact biodiversity outcomes in Glen Eira. However, the available evidence indicates that pest species should be considered within the broader context of habitat loss, habitat fragmentation, climate change and other environmental pressures. While Indian Mynas can have localised impacts in some settings, habitat quality remains the primary factor influencing biodiversity outcomes and the abundance of native bird species.

Research reviewed as part of this assessment indicates that effective Indian Myna control programs are complex, resource intensive and require sustained long-term intervention, monitoring and governance. Animal welfare obligations and community expectations are also significant considerations. Benchmarking of comparable metropolitan councils found no evidence of a broadscale Council-led Indian Myna eradication program, with most councils instead prioritising habitat enhancement, community education, citizen science and targeted site-based responses.

The report concludes that a standalone municipal Indian Myna control program is not currently demonstrated to be the most effective or proportionate response for Glen Eira. Rather, the evidence supports a continued focus on habitat restoration, indigenous planting, biodiversity monitoring, community education and research partnerships, consistent with the objectives of the Glen Eira Biodiversity Plan 2025–2029.

Council is already implementing this approach through significant habitat enhancement activities, including the planting of more than 65,000 indigenous understorey plants since 2022, and through partnerships such as the Bringing Woodland Birds Back program with the University of Melbourne, BirdLife Australia and Zoos Victoria.

Accordingly, the report recommends that Council continue to prioritise habitat improvement, biodiversity monitoring, community education and partnership based biodiversity initiatives, while reserving consideration of any future targeted Indian Myna control measures for circumstances where there is a demonstrated biodiversity benefit, robust supporting evidence and sufficient long-term resourcing.

RECOMMENDATION

That Council:

1. adopt the findings of the report Notice of Motion: Indian Myna Management – Officer Response.
2. Support the approach to prioritise:
    a) habitat improvement and indigenous planting
    b) biodiversity monitoring and evidence gathering
    c) community education regarding pest species and actions residents can take on private land
    d) partnership-based biodiversity initiatives with research institutions, community organisations and other landholders.

BACKGROUND

A Notice of Motion was submitted to the Chief Executive Officer by Cr Margaret Esakoff with the support of Mayor, Cr Dr Simone Zmood and Cr Arabella Daniel on 29 March 2026, to be heard at the 7 April 2026 Ordinary Council Meeting. The motion sought a report on the management of Indian Mynas within Glen Eira by undertaking a targeted investigation into pest species risks, comparable council approaches, feasibility, resourcing, regulatory and animal welfare issues, and whether any targeted program would represent an effective and proportionate response.

The Motion stated that Council:

1. notes that the Biodiversity Plan 2025–2029 includes actions to review and manage pest species to protect and enhance local biodiversity;
2. requests officers to prepare a report to Council by 30 September 2026 that:
    - assesses the current pest species risks within Glen Eira, including the ecological impacts of Indian Mynas relative to other pest species;
    - reviews evidence based pest management approaches used by comparable metropolitan councils;
    - considers the feasibility, resourcing, regulatory, animal welfare and community engagement implications of potential pest management programs; and
    - identifies whether targeted programs (including, but not limited to, Indian Myna control) would represent an effective and proportionate response for Glen Eira; and
3. notes that any future consideration of specific pest control programs should be informed by this assessment and aligned with the objectives of the Biodiversity Plan 2025–2029.

This report responds to that request.

The strategic context for this work is provided by the Glen Eira Biodiversity Plan 2025-2029. The Plan states that Glen Eira's biodiversity is under pressure from climate change, habitat loss, fragmentation, pest species, domestic pets and inappropriate land management practices. It notes that there are at least 22 declared noxious weed and pest animal species in Glen Eira and specifically references the common Myna and red fox as animals that threaten local species. The Plan also includes specific actions to conduct biodiversity surveys, identify biodiversity hotspots and corridors, increase biodiversity through targeted

planting and habitat works, develop recommendations to reduce the impact of introduced plants and animals, and educate the community about pest plants and animals.

ISSUES AND DISCUSSION

1. Pest species risk in Glen Eira

Indian Mynas are one of a number of introduced species relevant to biodiversity outcomes in Glen Eira. However, the current evidence indicates that pest species should be understood in the context of broader ecosystem pressures rather than in isolation. The Glen Eira Biodiversity Plan 2025-2029 identifies habitat loss, habitat fragmentation, climate change and pest species as interacting challenges, rather than discrete issues that can be fully addressed through single-species control.

This is important because the literature shows that Indian Mynas are strongly associated with modified urban environments. Research undertaken by scientists from the University of Sydney and the Australian Museum and published in the Journal of Ornithology found in Sydney that Common Myna abundance increased with habitat modification and that, in that study area, their competitive impact on native birds in the urban matrix was limited, leading the authors to conclude that habitat improvement may be a more effective response than heavily urbanised culling programs where the goal is biodiversity improvement. Research undertaken by the Australian National University similarly found that common Myna abundance was almost three times higher in urban areas than in nature reserves and declined as tree density increased, concluding that the species is primarily a passenger of habitat change, although it may also be associated with declines in some species.

The evidence does, however, support the proposition that Indian Mynas can have localised impacts in some settings. Further research by the Australian National University found a significant negative relationship between common Myna nest box occupancy and the abundance of crimson rosellas and eastern rosellas at some sites, while also emphasising that habitat remained a strong driver of abundance and nesting outcomes. On that basis, it is reasonable to conclude that Indian Mynas may warrant management attention in particular high-value biodiversity settings, but that the evidence does not support treating them as the sole or universally dominant biodiversity threat within Glen Eira.

2. Difficulty of Indian Myna control

A key issue arising from both the research and benchmarking is that Indian Myna control is difficult to undertake effectively in urban environments.

First, control must be persistent. A PhD case study published by the Centre for Invasive Species Solutions (CISS) – a not-for-profit, member-based organisation formed to address the impact of invasive plants and animals across Australia, reports that high-intensity trapping can reduce local Myna abundance, but broader outcomes are often limited by reproduction, survival and immigration, and that sustained annual culling rates were required in the Canberra study population to offset replacement. It also states that once the species is widespread, total eradication is highly unlikely and management is more realistically about localised control and impact mitigation.

Second, Mynas may adapt to control pressure. Researchers at the University of Newcastle investigating common Myna behaviour across areas of high and low trapping pressure found that birds in high trapping risk areas stayed closer to refuges, formed smaller groups and were less detectable, indicating that behavioural change can interfere with both the effectiveness of control and the ability to assess outcomes.

Third, animal welfare requirements are significant. The RSPCA recommends’ that pest control programs should only proceed where they are necessary, effective and humane, that

they must be target-specific and monitored, and that trapped birds must only be killed by accepted humane methods. The same paper states that in the case of common Mynas there is insufficient evidence that they cause a significant impact on the long-term survival of any native bird species, and that community trapping and killing should not be encouraged outside a properly supervised program.

For Glen Eira, these issues are material. A council-supported Indian Myna trapping or control program would require a clear objective, an ongoing operational commitment rather than a one-off intervention, specialist oversight, compliance with humane treatment standards, and a defensible monitoring framework. Without these elements, Council would carry reputational and animal welfare risks, while biodiversity benefits would remain uncertain.

Unlike habitat improvement works, which continue to deliver ecological benefits long after establishment, Indian Myna control programs generally require ongoing intervention to maintain outcomes and are unlikely to achieve lasting benefits if effort is reduced or discontinued.

3. Benchmarking with comparable councils

Benchmarking indicates that comparable metropolitan councils generally favour habitat enhancement, community education and targeted site-based interventions over broadscale Indian Myna eradication programs. Officers were unable to identify any comparable Victorian metropolitan council currently operating a Council-led Indian Myna eradication program.

1. City of Monash states that Council cannot help residents remove or trap Indian Mynas and instead promotes food-source reduction, exclusion from buildings, and habitat-based responses such as dense shrub planting and native seedling support.
2. Whitehorse City Council focuses on deterrence, nest removal from buildings, dense native shrubs and citizen reporting through MynaScan.
3. Yarra Ranges Council similarly emphasises deterrence, community education and citizen science reporting through FeralScan and iNaturalist.
4. Frankston City Council takes a broader pest animal approach, including foxes, rabbits, black rats and Indian Mynas, and undertakes targeted controls in bushland reserves while identifying humane requirements for any Indian Myna trapping.

The broader pattern is that councils generally:

- focus first on habitat complexity, food-source reduction and community behaviour change;
- reserve direct control for particular locations, reserve settings or broader pest animal programs; and
- rely on regional coordination where direct vertebrate pest control is more intensive.

This is reinforced by the southern Sydney regional fox management model, which involved 11 councils, research partners, community reporting and on-ground control, demonstrating the scale of coordination generally required where councils pursue more active vertebrate pest management.

Notably, none of the benchmarked councils were found to operate a broadscale municipal Indian Myna eradication program. Instead, councils generally prioritise habitat enhancement, education and targeted site-based interventions where justified by local circumstances.

4. Importance of habitat and Council’s current work

The assessment strongly supports habitat improvement as the most proportionate and evidence-based response available to Council at this stage.

The research indicates that habitat complexity and tree density influence both Indian Myna abundance and the abundance of native birds. This aligns with the Glen Eira Biodiversity Plan 2025-2029, which identifies habitat loss and fragmentation as fundamental local challenges and commits Council to increase local biodiversity through targeted planting, habitat works and engagement with our local community to increase planting and habitat on private land.

Council is already investing significantly in this approach. This year Council is planting 20,000 indigenous understorey plants, a similar number was planted last year, and Council has planted more than 65,000 indigenous understorey plants since 2022. That work is directly relevant to this Motion because denser indigenous understorey planting improves habitat quality for smaller native birds and can make sites less attractive to Indian Mynas, which are generally associated with more open, highly modified urban environments. This means Council is already implementing the type of habitat-based response that the literature identifies as necessary if biodiversity outcomes are to improve in a sustained way.

Importantly, these actions directly address the primary factor consistently identified in the research literature as influencing both Indian Myna abundance and native bird diversity - habitat quality, vegetation complexity and understorey structure. By improving habitat rather than focusing solely on a single species, Council is addressing the underlying ecological conditions that support long-term biodiversity outcomes.

Council is also partnering with researchers at the University of Melbourne, together with nine other councils, BirdLife Australia and Zoos Victoria, through *Bringing Woodland Birds Back*. This project will test different management actions, including planting shrubs, providing water sources and installing nest boxes, to determine which actions best restore woodland birds to urban areas. This partnership is significant because it will help build the evidence base for future biodiversity investment decisions in Glen Eira rather than relying on assumptions or anecdotal preferences.

5. Effective and proportionate response for Glen Eira

On balance, a targeted Indian Myna control program is not currently demonstrated to be the most effective or proportionate primary response for Glen Eira at municipal scale. The available evidence suggests that:

- biodiversity outcomes are driven heavily by habitat quality and urban form;
- Indian Myna control is difficult to sustain and evaluate;
- animal welfare and governance expectations are high; and
- councils with comparable conditions generally emphasise habitat works, community education and evidence gathering before broadscale direct control.

This does not rule out future targeted interventions. Rather, it suggests that if Council were to consider such a program in future, it should be based on site-specific evidence, clear biodiversity objectives, demonstrated feasibility, recurrent resourcing, humane protocols and a robust monitoring framework.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

A report findings and recommended approach are consistent with the objectives of the Climate Emergency Response Strategy (CERS) 2025–2029, which recognises the importance of strengthening the resilience of natural systems to the impacts of climate change.

Climate change is identified as a significant pressure on biodiversity through increasing temperatures, changing rainfall patterns, more frequent extreme weather events and the disruption of ecological systems. The habitat-led approach recommended in this report supports Council's climate adaptation objectives by enhancing biodiversity, increasing vegetation complexity and improving the condition and connectivity of urban habitat.

The continued delivery of indigenous planting, habitat restoration, biodiversity monitoring and community stewardship initiatives contributes to more resilient urban ecosystems that are better able to adapt to climate-related pressures. These actions also support broader CERS outcomes relating to urban greening, nature-based solutions and enhancing the environmental resilience of Glen Eira's natural assets.

Accordingly, the recommendations support both biodiversity outcomes and Council's broader climate adaptation and resilience objectives under the Climate Emergency Response Strategy 2025–2029.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The recommendations proposed within this report can be delivered within existing operational budgets and approved programs associated with the implementation of the Glen Eira Biodiversity Plan 2025–2029. Council's current investment in biodiversity enhancement, indigenous planting, habitat restoration and environmental education provides the primary mechanism through which the proposed approach will be delivered.

However, a Council-led Indian Myna control program would have significant ongoing financial and resource implications. These would include program design, specialist ecological and animal welfare expertise, procurement and management of contractors, community engagement, monitoring and evaluation, data collection, compliance oversight and recurrent operational effort over multiple years. Research indicates that localised population reductions are unlikely to be sustained without ongoing intervention and monitoring, meaning any direct control program would require a long-term funding commitment rather than a one-off investment.

The habit led approach also support the management of Strategic Risk SR-34: *Council not adequately prepared for the effects of climate change*. Climate change is recognised as a key driver of biodiversity loss and ecosystem decline. Habitat restoration, increased vegetation complexity and improved ecological connectivity contribute to the resilience of local ecosystems by supporting species adaptation, improving habitat quality and strengthening the capacity of natural systems to respond to changing climatic conditions. The recommended habitat-led approach therefore represents a climate adaptation measure that contributes to reducing Council's exposure to biodiversity-related climate risks.

There are no direct Council asset management implications arising from the recommendations of this report. The proposed approach supports the enhancement of natural assets, including indigenous vegetation, habitat corridors and biodiversity values within Council-managed open space. Over time, these environmental assets contribute to improved ecosystem health, urban cooling, climate resilience, amenity and broader community wellbeing outcomes.

POLICY AND LEGISLATIVE IMPLICATIONS

This report is aligned with the Glen Eira Biodiversity Plan 2025–2029 and its focus on habitat restoration, community education and reducing the impacts of introduced species. Relevant legislation includes the Environmental Protection and Biodiversity Conservation Act 1999, Flora and Fauna Guarantee Act 1988, Local Government Act 2020, Planning and Environment Act 1987, Wildlife Act 1975 and the Prevention of Cruelty to Animals Act 1986. Of particular relevance to this issue is that Indian Mynas are not declared pest animals under

the Catchment and Land Protection Act 1994, meaning there is no established legislative framework or statutory requirement for municipal-scale control programs.

While pest species management is consistent with the objectives of the Glen Eira Biodiversity Plan 2025–2029, a Council-led Indian Myna control program would introduce significant legislative, governance and reputational risks.

Indian Mynas are not declared pest animals under the Catchment and Land Protection Act 1994 and there is no established legislative framework supporting municipal-scale control programs. As a result, Council would need to develop and maintain its own governance, monitoring and compliance arrangements to support any intervention.

Any trapping, handling or euthanasia would need to comply with the Prevention of Cruelty to Animals Act 1986, recognised humane standards and accepted best practice, with Council carrying responsibility for ensuring ongoing compliance. Failure to meet these obligations could expose Council to legal liability, regulatory scrutiny and reputational damage.

Given the mixed and context-dependent evidence regarding ecological impacts, Council would also need to demonstrate that any proposed program is necessary, proportionate and capable of delivering measurable biodiversity outcomes. In the absence of a clear legislative mandate, strong evidence base and dedicated governance arrangements, a municipal Indian Myna control program would present elevated legislative and policy risk relative to its likely benefits.

COMMUNICATION AND ENGAGEMENT

Communication and engagement would be critical to any future targeted pest management program. The Glen Eira Biodiversity Plan 2025-2029 already commits Council to educate the community about biodiversity, strengthen community action, and raise awareness of pest plants and animals and the actions residents can take to reduce risks.

In response to these commitments, the following messaging will be integrated into Council's biodiversity communication and engagement:

- explaining the evidence base for Council's habitat-led approach;
- informing residents about practical actions on private land, such as not leaving pet food outside, reducing access to roof cavities, and creating denser indigenous planting;
- continuing to expand and promote biodiversity education initiatives including citizen science programs, Gardens for Wildlife, Nature Strip Planting and sustainable gardening practices, to build community capability and encourage behaviours that improve habitat quality and reduce pest species impacts across private and public land;
- sharing the broader biodiversity work already underway, including indigenous understorey planting; and
- communicating Council's involvement in evidence-building partnerships, including the University of Melbourne *Bringing Woodland Birds Back* project.

This approach would ensure that community concern about Indian Mynas is acknowledged, while positioning the issue within a broader, evidence-based biodiversity strategy.

LINK TO COUNCIL PLAN

Strategic Direction 3: Environmental stewardship
Our urban greenery and biodiversity are enhanced

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

This report finds that while Indian Mynas are a relevant pest species in Glen Eira, the available evidence does not support a stand-alone municipal control program as the most effective or proportionate response at this time.

Research and benchmarking indicate that biodiversity outcomes are more strongly influenced by habitat quality and that successful Indian Myna control programs require significant long-term investment, monitoring and governance. Comparable councils generally prioritise habitat enhancement, community education and evidence-based biodiversity initiatives over broadscale control programs.

Accordingly, the most effective and proportionate response for Glen Eira is to continue prioritising habitat restoration, biodiversity monitoring, community education and research partnerships through the implementation of the Glen Eira Biodiversity Plan 2025–2029, while reserving consideration of any future targeted Indian Myna control measures for circumstances where there is a demonstrated biodiversity benefit, clear evidence of effectiveness and sufficient long-term resourcing.

10.5 AUDIT AND RISK COMMITTEE BIANNUAL REPORT

Author: *John Vastianos, Chief Financial Officer*

Director: *John Vastianos, Chief Financial Officer*

Trim No: *26/1153699*

Attachments: *1. Biannual Report (March to August 2026)* ⇩

EXECUTIVE SUMMARY

The Audit and Risk Committee plays a key role in supporting Council's governance, accountability and financial stewardship responsibilities. Through independent oversight of financial reporting, risk management, internal and external audit, compliance and governance matters, the Committee provides assurance to Council on the effectiveness of key control and governance frameworks.

This report fulfils the reporting requirements to Council under section 54(5) of the *Local Government Act 2020* (the Act) and provides a summary of matters considered by the Audit and Risk Committee (the Committee) during the reporting period in discharging its responsibilities under its Charter.

In accordance with the Act, the Committee is required to report to Council on its activities twice per year. The purpose of this report is to provide Council with a summary of the Committee's activities for the period March 2026 to August 2026.

The Committee's work is guided by its Annual Work Plan and is supported by internal and external audit. During the reporting period, there was a strong focus on year-end financial reporting, audit processes, risk management, governance and assurance activities.

Key matters considered by the Committee included:

Financial and Performance Reporting
The Committee monitored the 2025–26 Financial and Performance Statement process, including Council's financial position, financial sustainability indicators and key matters such as asset revaluations. It reviewed VAGO's Interim and Final Management Letters, which reported no open high or moderate risk findings, and the Closing Report outlining final audit results. At the August 2026 meeting, management presented the Financial and Performance Statements, and the Committee discussed key areas including operating performance, capital works delivery, asset valuations, LGPRF indicators, Clayton South Regional Landfill draft accounts and other statutory reporting matters.

Financial Sustainability
The Committee received updates on the implementation of Council's *Financial Sustainability Strategy*, including initiatives focused on budget alignment, revenue and efficiency measures, debt management, reserve strengthening and optimisation of the capital works program. These activities support Council's financial resilience, liquidity and long-term sustainability.

Risk Management, Information Technology and Business Continuity
The Committee continued to oversee Council's risk management framework, including strategic and operational risks, cybersecurity and data governance. Updates were provided on the *Digital and Technology Strategy*, finance system replacement program and improvements in cyber maturity. The Committee also monitored the implementation of business continuity arrangements in response to operational disruptions.

Internal and External Audit
The Committee oversaw delivery of the Internal Audit Plan, including reviews of Tendering Processes and Communications, and monitored management's implementation of audit recommendations. The Committee also considered VAGO's interim and final audit reports, noting that no high or moderate risk findings were identified and that audit outcomes were positive.

Governance, Compliance and Integrity
The Committee maintained oversight of Council's compliance framework, including legislative obligations, governance practices and policy settings. No breaches of the *Local Government Act 2020* were identified during the reporting period. The Committee also monitored areas such as conflicts of interest, privacy, child safety, gender equality obligations and contractor-related compliance improvements.

Aged Care Governance
The Committee received updates on residential aged care governance, including strengthened reporting and oversight arrangements. The Committee noted that external review processes confirmed governance settings were appropriate and that identified improvements were low risk and had been implemented.

Overall, the Committee was satisfied that it effectively discharged its responsibilities during the reporting period and provided independent advice and assurance to Council across financial reporting, risk management, governance and compliance.

RECOMMENDATION

That Council adopts the Audit and Risk Committee Biannual Report for the period March 2026 to August 2026 (Attachment 1 to this report) in accordance with the provisions of the *Local Government Act 2020*.

BACKGROUND

In accordance with the Audit and Risk Committee Charter and sections 53 and 54 of the *Local Government Act 2020*, the Chairperson is required to prepare a report to Council through the Chief Executive Officer on the Committee's activities twice per annum.

One of these reports is prepared following consideration of the annual Financial Report and Performance Statement and outlines how the Committee has discharged its responsibilities under the Charter during the preceding reporting period.

ISSUES AND DISCUSSION

At its August 2026 meeting, the Audit and Risk Committee considered this report, provided feedback and approved its Biannual Report for the period March 2026 to August 2026 for presentation to Council.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no Climate Emergency Response Strategy implications arising from this report.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The operation of the Audit and Risk Committee is funded within Council's existing budget and governance framework. The Committee meets five times per year.

POLICY AND LEGISLATIVE IMPLICATIONS

This report aligns with the following legislative and governance requirements:

- *Local Government Act 2020*
  - Division 8 – Audit and Risk Committee
  - Section 53 – Council must establish an Audit and Risk Committee
  - Section 54 – Audit and Risk Committee Charter
- Glen Eira City Council Audit and Risk Committee Charter.

COMMUNICATION AND ENGAGEMENT

Not Applicable.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and Financial Sustainability
We are financially secure and sustainable.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The Audit and Risk Committee plays a critical role in strengthening Council's governance, risk management and accountability framework. During the reporting period, the Committee provided independent oversight and assurance across financial reporting, risk management, internal and external audit, compliance and governance matters. The Committee is satisfied that it has effectively discharged its responsibilities under the Charter and the *Local Government Act 2020*.

Glen Eira City Council

Audit & Risk Committee Biannual Report

For the period March 2026 to August 2026

Ordinary Council Meeting: 1 September 2026

GLEN EIRA CITY COUNCIL

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

1. Introduction

The Audit & Risk Committee (the Committee) was established in accordance with section 53 of the *Local Government Act 2020*. The Committee's primary role is to provide independent advice and assurance to Council in relation to financial and performance reporting, risk management and the internal control environment, fraud prevention systems and controls, compliance with policies, procedures, laws and regulations, and both internal and external audit.

The Committee is supported in its role by internal and external audit, together with other assurance providers engaged by management or Council from time to time.

In accordance with the Glen Eira Audit and Risk Committee Charter and the *Local Government Act 2020*, the Committee is required to:

- prepare a biannual audit and risk report outlining its activities, findings and recommendations; and
- provide this report to the Chief Executive Officer for tabling at the next available Council meeting.

This report covers Committee activities for the period **March 2026 to August 2026**, with a particular focus on oversight of year-end financial reporting and audit processes.

2. Committee Members

From March 2026 to August 2026, the Committee membership comprised:

Independent Members

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

Councillor Representatives (appointed 25 November 2025 to current)

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

3. Committee Meetings

The Committee meets approximately five times per year, with each meeting typically running for three to four hours.

The May and August 2026 meetings were held as scheduled, with strong attendance from Committee members, the Chief Executive Officer, Chief Financial Officer, relevant Council officers, and representatives from both internal and external audit.

Minutes of each meeting are included in the next available Ordinary Council Meeting agenda and are noted as part of Council's public proceedings.

Committee Attendance for the period:

Committee Member	Position	29 May 2026	21 August 2026
Craig Geddes	Independent Member (Chairperson)	1	1
Menchi Schneier	Independent Member	1	1
Lisa Tripodi	Independent Member	1	1
Cr Simone Zmood	Councillor Representative	1	1
Cr Li Zhang	Councillor Representative	-	1
Cr Jane Karslake *	Councillor Substitute Representative	1	1
Cr Luca Ragni *	Councillor Representative	-	-

**Councillors not required to attend*

a) Financial and Performance Reporting

During the period, the Committee closely monitored the 2025–26 financial and performance reporting process, with a strong focus on year-end readiness.

- **Financial position** – reviewed Council's financial position and forecast financial sustainability indicators.
- **Accounting judgements** – monitored key estimates and judgements, including asset valuations and emerging financial reporting risks.
- **Audit findings** – considered Interim and Final Management Letters from VAGO, which confirmed no open high or moderate risk findings at year end.
- **Audit outcomes** – reviewed the VAGO Closing Report and final audit outcomes.

At the August 2026 meeting, the Committee was briefed on the 2025–26 Financial and Performance Statements, with VAGO indicating an expectation of unmodified audit opinions.

The Committee noted key year-end reporting matters, including Council's operating performance, delivery of the capital works program and associated carry forwards, asset valuation outcomes and their impact on the financial statements, Local Government Performance Indicators, and governance and compliance requirements, including the Local Government Performance Reporting Framework (LGPRF), landfill accounting, funding acquittals, and other statutory reporting obligations.

b) Risk Management, Fraud, and Internal Control

Council continues to strengthen its risk management framework, supported by a structured rolling risk reporting program across directorates and business units.

During the period:

- **Risk and fraud** – no organisational risks or fraud matters were reported.
- **Cyber and IT risk** – a strong focus was maintained on IT and cyber risk, including implementation of the Digital and Technology Strategy, progress of the finance system replacement, and continued uplift in Essential Eight maturity.
- **Data governance** – ongoing improvements were made to data governance and information management practices, strengthening the overall control environment.
- **Business continuity** – the Crisis Management and Business Continuity Plan was activated in response to fuel and supply chain disruptions, supported by a dedicated risk register with weekly monitoring and regular reporting to Executive and Councillors.
- **Financial sustainability** – the Committee noted the update on the Financial Sustainability Strategy, including progress to strengthen financial resilience through budget alignment, active debt management, reserve strategy development, capital program optimisation, and revenue and efficiency initiatives, as well as the outcome of Council's rate cap variation application for 2026–27.
- **Residential Aged Care governance** – Responsible Persons reporting was enhanced through improved dashboard and heatmap formats, strengthening oversight. A probity review confirmed governance arrangements were appropriate, with low-risk improvements identified and implemented.
- **Internal controls** – the Committee received assurance over the effectiveness of the internal control environment from management, internal audit and external audit, and considered insights from integrity agencies to support continuous improvement.

c) Compliance

The Committee maintained oversight of Council's compliance framework, noting that:

- **Legislative compliance –** no breaches of the *Local Government Act 2020* or other irregularities were identified.
- **Governance monitoring** – ongoing oversight of gifts, conflicts of interest, privacy matters and policy reviews.
- **Gifts policy** – opportunities identified to strengthen compliance through enhanced communication with external contractors.
- **Gender equality** – the *Workplace Gender Equality Audit* (2025) was assessed as compliant, with improvement opportunities identified for future audit cycles.
- **Statutory obligations** – all requirements under the *Gender Equality Act 2020* were met, including submission of the *Gender Equality Action Plan 2026–2030* and annual progress reporting.
- **Child safety** – continued compliance with Child Safe Standards and the Reportable Conduct Scheme, supported by ongoing governance and policy development.

d) Internal Audit

The Committee continued to oversee Council's internal audit function, including:

- **Audit plan** – endorsement of the 2026–27 Internal Audit Plan, developed in consultation with the Executive and covering key risk areas including IT controls, payroll, environmental and emergency management, contract management and occupational health and safety.
- **Audit reviews** – consideration of internal audit outcomes:
    - **Tendering processes** – assessed as partially effective, with opportunities to strengthen probity, documentation and alignment with practice.
    - **Communications** – assessed as effective, with minor improvement opportunities identified.
- **Audit oversight** – ongoing monitoring of internal audit actions and progress against the annual audit program through regular reporting to the Committee.

e) External Audit - Victorian Auditor-General's Office (VAGO)

At the May meeting, VAGO presented the interim audit findings and provided an overview of the audit approach for 2025–26.

At the August meeting, VAGO presented the final audit outcomes and confirmed a positive position on the financial statements, with no new findings identified.

These engagements provided valuable assurance to the Committee and supported both the development of the Internal Audit Program and management's ongoing strengthening of financial controls and risk management practices.

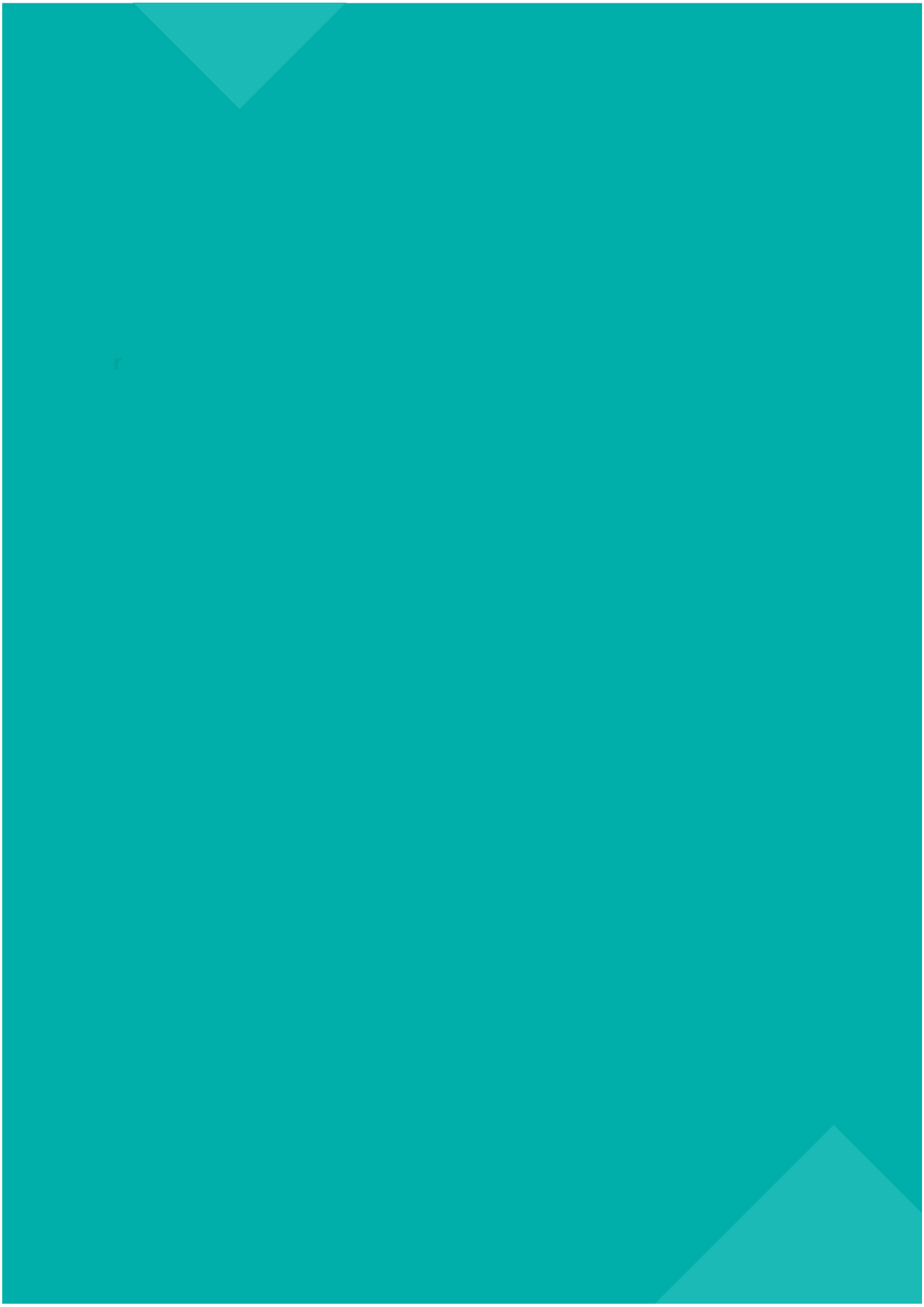
4. Acknowledgements

The Committee extends its sincere appreciation to management, internal and external audit, and all Council officers who contributed to its work during the period. Their professionalism and commitment to continuous improvement have enabled the Committee to effectively discharge its responsibilities and supported strong financial management, risk oversight and governance across the organisation.

The Committee also acknowledges the constructive approach taken by management in responding to audit findings and recommendations, reinforcing a culture of accountability and continuous improvement.

The Chairperson further recognises the valuable contributions of independent members and Councillor representatives. Their expertise and constructive challenge have strengthened the Committee's oversight and advisory role, particularly in navigating complex financial, risk and compliance matters.

As part of Council's commitment to maintaining a suitably skilled and independent Audit and Risk Committee, Council commenced a public recruitment process during the year to appoint a new independent member. The recruitment process recognises that Chairperson, Mr Craig Geddes, will complete his term in November 2026 and supports an orderly transition, ensuring the Committee continues to have the appropriate mix of skills, experience and independence to effectively fulfil its responsibilities.



10.6 AUDIT AND RISK COMMITTEE MINUTES (21 AUGUST 2026)

Author: *John Vastianos, Chief Financial Officer*

Director: *John Vastianos, Chief Financial Officer*

Trim No: *26/1153698*

Attachments: *1. Audit and Risk Committee Minutes (21 August 2026)* ⇩

EXECUTIVE SUMMARY

Under the *Local Government Act 2020* and the Audit and Risk Committee Charter, Council must ensure that minutes from the Audit and Risk Committee meetings are provided to Council promptly after being reviewed and cleared by the Committee Chairperson.

The purpose of this report is to present the minutes from the Audit and Risk Committee meeting held on 21 August 2026 to Council for approval. These minutes provide an account of the discussions and decisions made during the meeting, ensuring that the Council is fully informed of the Committee's activities.

By approving the minutes, Council acknowledges and endorses the Committee's work, integrating its findings and recommendations into the broader governance framework.

At that meeting, the Committee considered several key topics:

- **Draft 2025–26 Financial Report (including Financial Statements and Performance Statement):**
  The Committee reviewed the draft Financial Statements and Performance Statement for the 2025–26 financial year, assessing the accuracy of disclosures and compliance with statutory requirements. Members provided feedback to ensure the reports present Council's financial position and performance in a clear and transparent manner. The Committee recommended that Council adopt, in principle, the Financial Statements and Performance Statement, subject to the incorporation of Committee-requested adjustments and no significant changes arising from the Victorian Auditor-General's Office (VAGO).
- **End of Year Audit Reports from the Victorian Auditor-General's Office (VAGO):**
  The Committee considered the final audit reports issued by VAGO, including findings and recommendations from the 2025–26 audit cycle. These were discussed in the context of Council's financial sustainability, governance arrangements, and internal control environment.
- **Draft 2025–26 Financial Report for the Clayton Landfill:**
  The Committee reviewed the draft financial accounts for the Clayton Landfill, with a focus on environmental provisions, financial contributions, and compliance with relevant regulatory obligations.
- **Biannual Report of Committee Activities:**
  The Committee approved its Biannual Report, summarising its oversight activities, key focus areas, and outcomes achieved during the reporting period from March 2026 to August 2026.

RECOMMENDATION

That Council adopts the minutes of the Audit and Risk Committee meeting held on 21 August 2026 as shown in Attachment 1 of this report.

BACKGROUND

The City of Glen Eira has established an Audit and Risk Committee (the Committee) pursuant to Section 53 of the *Local Government Act 2020* to support Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, Council's performance with regard to compliance with its policies and legislative and regulatory requirements, maintenance of a sound internal control environment, and assurance activities including internal and external audit. It acts in this capacity by monitoring, reviewing, endorsing, and advising on the above matters as set out in its Charter.

The Committee has no executive authority and no delegated financial responsibilities and is therefore independent of management.

Furthermore, the Committee is not a delegated committee but is directly responsible to Council for discharging its responsibilities as set out in the Charter. It has no delegated authority from Council unless specifically provided by Council from time to time and any such authority shall be temporary and may only relate to specific matters as directed by Council. This structure ensures that the Committee's authority is clearly defined and limited to its advisory role, thereby reinforcing its independence and focus on governance and oversight.

ISSUES AND DISCUSSION

In line with the Committee's Charter (section 4.6) and sections 53 and 54 of the *Local Government Act 2020*, it is essential to prepare and distribute minutes for all meetings. These minutes will be documented and provided to the Council at the earliest opportunity after they have been reviewed and approved by the Committee Chairperson. This ensures that the Council is promptly informed of the Committee's discussions and decisions.

The draft minutes will then be formally presented and confirmed by the Committee at the next Committee meeting. This process not only guarantees accuracy and completeness but also allows for any necessary amendments before the minutes are officially recorded. By following these procedures, the Committee upholds its commitment to good governance and compliance with legislative requirements.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Council remains committed to addressing climate change and integrating sustainability considerations into its overall governance and operational practices.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The Audit and Risk Committee meets five times per year. These regular meetings are essential for ensuring that the Council's financial, resource, risk, and asset management practices are thoroughly reviewed and monitored. By convening multiple times annually, the Committee can provide ongoing oversight and make timely recommendations to address any emerging issues or opportunities for improvement.

POLICY AND LEGISLATIVE IMPLICATIONS

1. Local Government Act 2020:
    - Division 8—Audit and Risk Committee
        - Section 53: Council must establish an Audit and Risk Committee
        - Section 54: Audit and Risk Committee Charter
2. Glen Eira City Council Audit and Risk Committee Charter.

COMMUNICATION AND ENGAGEMENT

The Audit and Risk Committee minutes have been circulated to all committee members and relevant officers for review.

LINK TO COUNCIL PLAN

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

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The Audit and Risk Committee plays a crucial role in upholding the Council’s dedication to good governance and probity. By providing oversight and guidance, the Committee ensures that the Council's operations are transparent, accountable, and in line with ethical standards.

The actions outlined in this report are designed to reinforce these principles, ensuring that the Council's approach remains not only compliant with current legislation but also aligned with leading practices in governance and risk management. This proactive stance helps to mitigate potential risks, enhance decision-making processes, and foster a culture of continuous improvement within the Council.

GLEN EIRA CITY COUNCIL AUDIT AND RISK COMMITTEE

Minutes of Friday, 21 August 2026

Yarra Yarra Room

8:00 AM In-camera Session, 8:30 AM Meeting

Committee Members

Independent Members

- Lisa Tripodi, Independent Member
- Craig Geddes, Chairperson
- Menchi Schneier, Independent Member

Councillors

- Mayor Simone Zmood, Committee Appointed Member
- Deputy Mayor Li Zhang, Committee Appointed Member
- Cr Jane Karslake, Committee Appointed Substitute Member

External (Victorian Auditor-General's Office – VAGO)

- Lee Blashki, Manager Financial Audit

Council Officers

- Alex Leamy, Acting Director Customer and Corporate Affairs
- Jane Price, Director Community Wellbeing
- Jing Song, Coordinator Management Accounting
- John Vastianos, Chief Financial Officer
- Lucy Roffey, Chief Executive Officer
- Niall McDonagh, Director Sustainability, Assets and Leisure
- Rosa Zouzoulas, Director Planning and Place
- Sally Hao, Management Accountant

Apologies

- Travis Derricott, Sector Director, Financial Audit

Minutes

- Alon Milstein, Coordinator Financial Accounting

The Committee met at 8am in-camera in discussion of broad issues facing Council and the risk elements thereof. Mr Blashki from the Victorian Auditor-General's Office (VAGO) joined the in-camera discussion at 8:15am.

AUDIT AND RISK COMMITTEE
Friday, 21 August 2026
8:00 AM In-camera Session, 8:30 AM Meeting (Yarra Yarra Room)
MINUTES

1. ACKNOWLEDGEMENT OF COUNTRY, WELCOME AND APOLOGIES

The Chair opened the meeting at 8:35am with an Acknowledgement of Country, welcomed attendees and noted the apology received from Mr Derricott (VAGO).

2. DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT

2.1 DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT

The Chair requested any declarations of interests, conflicts, breaches of the *Local Government Act 2020* or other matters requiring the Committee's attention.

No interests, conflicts, breaches or other matters were declared.

The Committee noted the Register of Interests for independent members.

3. CONFIRMATION OF AGENDA

The Committee confirmed the agenda as presented.

4. MINUTES OF PREVIOUS MEETING 29 MAY 2026

The Committee approved the minutes following the previous meeting, with confirmation completed out of session. The confirmed minutes were subsequently reported by the CFO to the preceding Ordinary Council Meeting for adoption.

5. PROBITY DECLARATION

5.1 PROBITY DECLARATION REPORT

The Committee noted the Probity Declaration Report and that no matters requiring Committee attention had been identified.

6. ACTION ITEMS ARISING FROM MINUTES

6.1 ACTION ITEMS ARISING FROM PREVIOUS MEETINGS

The Committee reviewed the Action Items Register and endorsed the closure of completed actions. Outstanding items will remain open and continue to be monitored through future Committee meetings.

7. FINANCIAL AND PERFORMANCE REPORTING

7.1 DRAFT 2025–26 FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT – ADOPTION IN PRINCIPLE

The CFO provided an overview of the 2025–26 Draft Financial Statements and Performance Statement, including Council's financial sustainability position, operating result, underlying operating performance, budget variances and overall financial position. The Committee noted that Council reported an operating surplus of $13.08m, driven in part by the early receipt of Financial Assistance Grants and capital grant funding, with a normalised operating surplus of $4.45m after adjusting for one-off and non-operational items. Council delivered $20.93m in capital works, a closing cash balance of $95m, including funds held in restricted reserves and statutory funds such as the Public Open Space Reserve, Residential Aged Care refundable accommodation deposits, employee entitlement provisions and other externally restricted funds, and reduced borrowings to $47.61m during the year.

The CFO also outlined Council's revenue and expenditure performance, capital investment program, financial position, Public Open Space Reserve movements, liquidity, borrowings, Residential Aged Care disclosures, the Clayton South Regional Landfill Joint Venture, asset valuation outcomes, the updated Vested Benefits Index (VBI), financial sustainability indicators and compliance with the Local Government Performance Reporting Framework.

The Committee noted the continued implementation of Council's *Financial Sustainability Strategy* and the financial challenges facing the local government sector, including cost escalation, rate capping and cost shifting from other levels of government.

Following the overview, the Committee reviewed the Draft Financial Statements and Performance Statement and considered questions submitted in advance by Mr Geddes, Ms Tripodi and Mr Schneier. The CFO had circulated written responses prior to the meeting through Council’s Agenda Management System (BigTinCan). The Committee then engaged in a detailed question-and-answer session with Council’s Directors, discussing budget and prior year variances, key accounting treatments, disclosures, and Council’s approach to financial and performance reporting. Directors provided responses and operational context relating to their respective portfolios, including Residential Aged Care, Capital Works and Asset Management, and Parking Services. Discussion included matters such as service performance, asset management practices, capital delivery, rates and valuation impacts, parking sensor performance, infringement levels, operational risks and key strategic initiatives across these service areas.

The Chair acknowledged the efforts of the CFO, Finance team and VAGO in preparing the financial statements and completing the audit process. The CFO also thanked VAGO for its collaborative and professional engagement throughout the audit.

The Audit and Risk Committee, having reviewed the draft 2025-26 Financial Statements and Performance Statement, and having considered management's representations and the results of the audit undertaken by the Victorian Auditor-General's Office, recommended that Council adopt the Financial Statements and Performance Statement in principle, subject to:

- any amendments requested by the Committee at its meeting of 21 August 2026; and
- there being no material changes arising from the final audit by the Victorian Auditor-General’s Office (VAGO).

Cr Zmood left the meeting at 9:45am.

Action

The Committee requested the CFO provide a response to VAGO and the Committee regarding the review of any balance date events and contingencies, and their potential material impact on the 2025–26 Draft Financial Report. This will occur prior to the signing of

the accounts, scheduled for the 1 September 2026 Ordinary Council Meeting. A further version of the Financial Report, incorporating any material changes, will be provided out-of-session to Committee members for review.

7.2 2025–26 VAGO DRAFT CLOSING REPORT

Mr Blashki presented the draft Closing Report for the year ended 30 June 2026 and advised that VAGO had substantially completed its audit of Council's Financial Statements and Performance Statement. Subject to finalisation of a small number of outstanding matters, VAGO expected to issue unmodified audit opinions on both statements.

Mr Blashki outlined the key audit focus areas, including the valuation of non-financial assets, government grants and the Performance Statement. VAGO advised that audit procedures undertaken in these areas were satisfactory and that Council's financial reporting and disclosures complied with the relevant accounting and legislative requirements.

The Committee noted that VAGO had not identified any instances of fraud, regulatory non-compliance, waste, probity concerns or lack of financial prudence during the audit. The Committee also noted the draft Management Letter, which included one internal control improvement opportunity relating to password controls.

The Committee noted the remaining matters required prior to the issue of the audit opinion, including certification of the Financial Statements and Performance Statement, the Management Representation Letter and completion of final quality assurance procedures.

The Committee noted the 2025–26 VAGO Draft Closing Report and thanked VAGO and Council officers for their work throughout the audit process.

7.3 OTHER YEAR END REPORTING MATTERS

The Committee noted that the CFO presented the year-end reporting matters, including the Local Government Performance Reporting Framework (LGPRF) Governance and Management Checklist, which forms part of the LGPRF and will be included in Council's Annual Report, together with statutory returns and acquittal reporting obligations.

7.4 DRAFT 2025–26 ACCOUNTS – CLAYTON SOUTH REGIONAL LANDFILL JOINT VENTURE

The Committee noted that, subsequent to the distribution of the agenda, the CFO had circulated an updated version of the 2025–26 draft financial statements for the Regional Landfill Clayton South Joint Venture. The updated accounts incorporate additional disclosures relating to the proposed sale of Joint Venture land assets to the Suburban Rail Loop Authority.

The Committee further noted that the proposed disclosure is currently being reviewed by VAGO to support a consistent approach to treatment and disclosure across all Joint Venture member councils. VAGO advised that it would provide feedback to Council on any required adjustments to the note disclosures arising from its review.

The Committee noted the updated draft accounts, including the movement in the rehabilitation provision, and requested that the CFO advise the Committee of any material changes to the Joint Venture financial statements arising from the finalisation of the accounts and the outcome of VAGO's review, including any amendments to the proposed disclosures relating to the sale of Joint Venture land assets to the Suburban Rail Loop Authority.

8. RISK MANAGEMENT

8.1. ORGANISATIONAL RISKS

Nil

8.2. KEY STRATEGIC RISK FOCUS AREAS

Nil

9. FRAUD PREVENTION SYSTEMS AND CONTROLS

Nil

10. COMPLIANCE MANAGEMENT

Nil

11. INTERNAL CONTROL ENVIRONMENT

Nil

12. INTERNAL AUDIT

Nil

13. EXTERNAL AUDIT

13.1 VAGO MANAGEMENT LETTERS

The Committee considered the draft VAGO Management Letter and Management Representation Letter.

VAGO advised that the Final Management Letter would be issued upon completion of the audit and that no additional matters requiring Committee attention were anticipated.

The Committee noted the 2025–26 VAGO Management Letters.

14. AUDIT AND RISK COMMITTEE ITEMS

14.1 AUDIT AND RISK COMMITTEE BIANNUAL REPORT

The CFO presented the Biannual Report to the Committee, outlining key activities for the period and noting the reporting requirement under the *Local Government Act 2020*.

The Committee approved the Biannual Report on its activities for the period March 2026 to August 2026 (subject to any amendments) and recommended that the Chief Executive Officer submit the report to Council for consideration at the next practicable Council Meeting.

15. INFORMATION & UPDATE ON ITEMS (INFORMATION ONLY, NOT ACTION)

15.1 SECTION 15 AUDIT & RISK COMMITTEE ITEMS - 2026 COMMITTEE WORK PLAN

The Audit and Risk Committee reviewed and noted the 2026 Work Plan and endorsed any amendments as required.

16. GENERAL BUSINESS

16.1 GENERAL BUSINESS

The Committee discussed General Business. The CFO provided a status update on the recruitment process for the new Audit and Risk Committee member, including anticipated timeframes and next steps. The Committee also noted that the next meeting is scheduled for Friday, 18 September 2026.

17. AUDIT AND RISK COMMITTEE (MEMBERS ONLY)

Nil

18. CLOSURE OF MEETING

There being no further business, the Chair declared the meeting closed at 10:10 am.

10.7 ADOPTION OF 2025–26 FINANCIAL REPORT (IN PRINCIPLE)

Author: *John Vastianos, Chief Financial Officer*

Director: *John Vastianos, Chief Financial Officer*

Trim No: *26/165859*

Attachments: *1. 2025-26 Draft Financial Report ⇩*

EXECUTIVE SUMMARY

Glen Eira City Council's draft 2025–26 Financial Report comprises two statutory statements: the Financial Statements and the Performance Statement. Together, these documents provide a comprehensive account of Council's financial position, financial performance and service delivery outcomes for the year ended 30 June 2026. The statements support transparency, accountability and informed decision-making, while demonstrating Council's continued progress in implementing its *Financial Sustainability Strategy*.

In accordance with the *Local Government Act 2020* and associated regulations, both statements are required to be formally certified by two Councillors, the Chief Executive Officer and the Principal Accounting Officer (Chief Financial Officer). The Councillors and Chief Executive Officer must certify that, in their opinion, the statements are fair, correct and not misleading, while the Principal Accounting Officer provides separate certification confirming compliance with all relevant legislative and professional reporting requirements.

The Victorian Auditor-General's Office (VAGO) undertakes an independent audit of the Financial Statements and Performance Statement. The Audit and Risk Committee has reviewed the draft statements and, having considered the progress of the audit process, recommended their adoption in principle, subject to there being no significant changes arising from completion of the audit. Any material changes identified prior to final certification will be reported to Council. Following Council's adoption in principle and completion of the audit, VAGO will issue its independent audit opinions. Once these opinions are received, Council's Annual Report will be finalised and made publicly available.

The draft Financial Statements report an operating surplus of $13.08 million, a normalised operating surplus of $4.45 million, total revenue of $237.86 million, capital works expenditure of $20.93 million and borrowings of $47.61 million. Council also maintained a sound financial position throughout the year, noting that a significant proportion of available funds is restricted for specific statutory, contractual and operational obligations. While these results demonstrate that Council remains financially stable and continues to invest in community infrastructure and services, they also highlight the ongoing financial pressures associated with rising service delivery costs, rate capping and the increasing operating deficit of Residential Aged Care services.

The purpose of this report is to seek Council's adoption of the draft 2025–26 Financial Statements and Performance Statement in principle, enabling completion of the external audit process and progressing Council's annual statutory reporting obligations. The statements provide a comprehensive overview of Council's financial performance, financial position and stewardship of community assets and resources during 2025–26.

RECOMMENDATION

That Council:

1. Adopts the draft 2025–26 Financial Statements and Performance Statement in principle, as presented in Attachment 1, subject to there being no significant changes arising from the completion of the Victorian Auditor-General's audit; and
2. Authorises the Chief Executive Officer and Chief Financial Officer to make any minor amendments required as a result of the completion of the Victorian Auditor-General's audit process.

BACKGROUND

Glen Eira City Council's draft 2025–26 Financial Report consists of two key components:

1. **Financial Statements**
   The Financial Statements provide a detailed overview of Council's financial position and performance for the financial year. They include the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and accompanying notes. Together, these statements provide information on Council's revenue, expenditure, assets, liabilities, cash flows and financial sustainability.
2. **Performance Statement**
   The Performance Statement forms part of the Local Government Performance Reporting Framework (LGPRF), which ensures consistent and transparent reporting of council performance across Victoria. It presents audited results against prescribed performance indicators and measures across a range of service areas, including roads, planning, animal management and waste services.

At the Ordinary Council Meeting held on 19 May 2026, Council approved the appointment of Councillor signatories for the 2025–26 Financial Statements and Performance Statement, noting that the Mayor (Cr Simone Zmood) and Deputy Mayor (Cr Li Zhang) were appointed as the primary signatories, and Cr Jane Karslake and Cr Luca Ragni were appointed as alternative signatories.

The State Government has established a structured process for the consideration and approval of Council financial reports. Council is required to consider the draft Financial Statements and Performance Statement after the external audit process has substantially progressed, but before the finalisation of VAGO's audit opinion.

The Financial Statements and Performance Statement are prepared in accordance with the *Local Government Act 2020*, Australian Accounting Standards, and the Local Government Victoria model accounts, ensuring consistency and comparability across the sector.

ISSUES AND DISCUSSION

The 2025–26 Financial Statements and Performance Statement have been prepared and reviewed in accordance with the following timetable to ensure they accurately reflect Council's financial position and comply with all statutory requirements:

- **21 August 2026** – The Audit and Risk Committee reviewed the draft Financial Statements and Performance Statement, with representatives from the Victorian Auditor-General's Office (VAGO) in attendance. The Committee recommended adoption of the statements in principle, subject to any minor amendments and no significant changes arising from completion of the audit.
- **1 September 2026** – Council to consider the recommendation of the Audit and Risk Committee and adopt the Financial Statements and Performance Statement in principle.
- **2 September 2026** – The certified Financial Statements and Performance Statement, together with Council's resolution, will be provided to VAGO.

- **Mid-September 2026** – VAGO to issue independent audit opinions on the Financial Statements and Performance Statement.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Initiatives relating to Council's declaration of a climate emergency were funded during 2025–26 and are reflected in the Financial Statements. These include investment in emissions reduction initiatives, transition to a circular economy, implementation of the *Urban Forest Strategy*, acquisition and development of open space, and capital works projects incorporating environmentally sustainable design principles.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Financial Position and Operating Result

The draft Financial Statements and Performance Statement provide a comprehensive overview of Council's financial performance and position as at 30 June 2026. The statements remain subject to completion of the Victorian Auditor-General's Office (VAGO) audit process and may require minor amendments prior to final certification.

As at 30 June 2026, Council's financial position remains stable, reflecting disciplined financial management, strong governance and continued investment in services and infrastructure for the Glen Eira community. Council recorded an operating surplus of $13.08 million, which was $7.1 million favourable to budget. This result was positively impacted by the early receipt of $4.28 million in Financial Assistance Grant funding paid in advance.

However, the reported operating surplus does not fully reflect Council's underlying operating performance. The result includes one-off, restricted and non-operational items, including the Financial Assistance Grant prepayment of $4.28 million and capital grants for specific projects of $4.35 million. After adjusting for these items, Council's normalised operating surplus was approximately $4.45 million.

The normalised result provides a clearer indication of Council's underlying financial performance and highlights the narrowing operating margin available to absorb future cost increases. While Council remains financially sustainable, the result reinforces the importance of continuing to prioritise efficiency, service optimisation and disciplined financial management. Council also maintained a sound financial position throughout the year, noting that a significant proportion of available funds is restricted for specific statutory, contractual and operational obligations.

Revenue and Expenditure Performance

Council generated total revenue of $237.86 million, which was $9.4 million above budget. This favourable result was driven by a combination of operational performance and non-recurring income sources, including increased aged care funding, continued growth in leisure membership revenue, higher than anticipated public open space contributions, the early receipt of Financial Assistance Grant, higher than expected interest income and increased parking enforcement revenue.

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 Council's depreciable asset base. Employee costs, together with materials and services, continue to represent the largest components of Council's expenditure profile.

Capital Investment and Borrowings

Council delivered $20.93 million in capital works during 2025–26, contributing to the renewal and enhancement of community infrastructure. Key expenditure areas included open space

and recreation, plant and equipment, footpaths, roads and buildings. These projects focused on renewing and upgrading existing assets to improve the long-term sustainability, safety and performance of facilities and infrastructure across the municipality.

Total borrowings at 30 June 2026 were $47.61 million, down from the previous year following the repayment of an existing loan. Council's debt levels remain manageable and are incorporated into the Long-Term Financial Plan, in accordance with the principles of the *Financial Sustainability Strategy*, with borrowings used to support major infrastructure investments that deliver long-term community benefits.

Financial Sustainability and Future Challenges

Looking ahead, Council faces 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 Council's operating budget and long-term financial capacity. Global economic uncertainty, including the impacts of geopolitical tensions and conflict in the Middle East, continues to influence inflation, supply chains and market conditions, creating additional uncertainty for both operating and capital expenditure.

At the same time, the Victorian Government's rate capping framework continues to constrain Council's ability to align revenue growth with underlying cost increases. Council also continues 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. This ongoing cost shifting places additional pressure on Council's financial resources and reduces capacity to fund local priorities. Council is also experiencing increasing financial pressures associated with the delivery of Residential Aged Care services, with rising care costs, workforce shortages, regulatory compliance obligations and funding arrangements contributing to a growing operating deficit.

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, Council 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, pursuing operational efficiencies 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 lives and promotes intergenerational equity. These initiatives are intended to support the long-term stewardship of Council's asset base while maintaining financial flexibility and affordability.

Council 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. While Council remains in a sound financial position, it is not immune from the financial risks facing the local government sector. Through disciplined financial management, service review and reform, prudent borrowing, strategic asset management and ongoing implementation of the Financial Sustainability Strategy, Council is better positioned to respond to future challenges and maintain its long-term financial sustainability while continuing to deliver valued services and infrastructure for the Glen Eira community.

POLICY AND LEGISLATIVE IMPLICATIONS

This report is prepared in accordance with the following legislation:

(i) Local Government Act 2020
- Division 3 — Reporting – Annual Report (Sections 98, 99 and 100)
- Division 8 — Audit and Risk Committee (Sections 53 and 54)

(ii) Local Government (Planning and Reporting) Regulations 2020
- Division 2 — Performance Statement (Section 13 – Certification of Performance Statement)
- Division 3 — Financial Statements (Section 15 – Certification of Financial Statements)

(iii) Audit Act 1994 – Part 3 (Financial Audits)

COMMUNICATION AND ENGAGEMENT

The Audit and Risk Committee reviewed the draft Financial Statements and Performance Statement on 21 August 2026, together with updates from management and the Victorian Auditor-General's Office regarding the progress of the external audit. Following its review, the Committee recommended that Council adopt the statements in principle, subject to there being no significant changes arising from completion of the audit process.

This recommendation provides assurance that appropriate governance, oversight and review processes have been undertaken before the statements are presented to Council for consideration.

LINK TO COUNCIL PLAN

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

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

Council is required to satisfy itself that appropriate due process has been followed to ensure that the 2025–26 Financial Statements and Performance Statement fairly and accurately represent Council's financial position and performance. This assurance is achieved through independent external audit by the Victorian Auditor-General's Office and oversight by the Audit and Risk Committee, together providing a robust framework of governance, review and accountability.

The adoption of the Financial Statements and Performance Statement in principle represents a key governance step in Council's annual reporting process. It enables completion of the final audit and the subsequent publication of the 2025–26 Annual Report, fulfilling Council's statutory reporting obligations.

The Financial Statements and Performance Statement demonstrate that Council remains financially stable and continues to manage community resources responsibly while investing in critical infrastructure and services. Adoption of the statements in principle will enable completion of the external audit process and finalisation of Council's 2025–26 Annual Report. It also provides transparency and accountability to the community regarding Council's financial performance, stewardship of public assets and progress in implementing the *Financial Sustainability Strategy*.

Glen Eira City Council

Draft Financial Statements and Performance Statement for the year ended 30 June 2026

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

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

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Certification of the Financial Report

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: 1 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: 1 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Li Zhang
Deputy Mayor
Dated: 1 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Lucy Roffey
Chief Executive Officer
Dated: 1 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Victorian Auditor-General's Office Audit Report Page 2

Victorian Auditor-General's Office Audit Report Page 3

Comprehensive Income Statement
for the year ended 30 June 2026

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	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.

Balance Sheet
as at 30 June 2026

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	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.

Statement of Changes in Equity
for the year ended 30 June 2026 Page 6

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.

Notes to the Financial Report
for the year ended 30 June 2026

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%**	

Notes to the Financial Report
for the year ended 30 June 2026

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.

Notes to the Financial Report
for the year ended 30 June 2026

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 *AASB 13 Fair Value Measurement* 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 *Environmental Protection Authority* 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.

Notes to the Financial Report
for the year ended 30 June 2026

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**

Notes to the Financial Report
for the year ended 30 June 2026

	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.

Notes to the Financial Report
for the year ended 30 June 2026

	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		
Recurrent — Commonwealth Government		
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
Recurrent — State Government		
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.		
Non-Recurrent — State Government		
Pathway to Cladding Remediation Partnership Program	377	270
Total non-recurrent operating grants	**377**	**270**
Total operating grants	**25,510**	**25,755**

Notes to the Financial Report
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000

3.4 Funding from other levels of government (continued)

(c) Recognition of grant income

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

— identifies each performance obligation relating to revenue under the contract/agreement

— determines the transaction price

— recognises a contract liability for its obligations under the agreement

— recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

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

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

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 to the Financial Report
for the year ended 30 June 2026

	Notes	2026 $ '000	2025 $ '000
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.

Notes to the Financial Report
for the year ended 30 June 2026

	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.

Notes to the Financial Report
for the year ended 30 June 2026

	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**

Notes to the Financial Report
for the year ended 30 June 2026

	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**

Notes to the Financial Report
for the year ended 30 June 2026

	2026 $ '000	2025 $ '000
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**

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.

Notes to the Financial Report
for the year ended 30 June 2026

	2026 $ '000	2025 $ '000
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
Emergency Services and Volunteers Fund *	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**

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 $'000	2025 $'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**

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.

Notes to the Financial Report
for the year ended 30 June 2026

	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.

Notes to the Financial Report
for the year ended 30 June 2026

	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*.

Notes to the Financial Report
for the year ended 30 June 2026

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 $ '000	2025 $ '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).

Notes to the Financial Report
for the year ended 30 June 2026

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 service	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.

Notes to the Financial Report
for the year ended 30 June 2026

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 Maturity analysis - contractual undiscounted cash flows	2026 $'000	2025 $'000
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**

Notes to the Financial Report
for the year ended 30 June 2026

Note 6 Assets we manage

6.1 Investments in joint operations

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

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

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

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

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

6.1 (a) Summarised Comprehensive Income Statement 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
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.

Notes to the Financial Report
for the year ended 30 June 2026

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**

Notes to the Financial Report
for the year ended 30 June 2026

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**

Notes to the Financial Report
for the year ended 30 June 2026

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:

Name	*Position*	*Period*
Arabella Daniel	Councillor	1 July 2025—30 June 2026
Jane Karslake	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

Name	*Position*	*Period*
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

Name	*Position*	*Period*
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.
Summary		
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:

Income range:	**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**

Remuneration:	**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.

Notes to the Financial Report
for the year ended 30 June 2026

Note 9 Other matters

9.1 Reserves

(a) Asset Revaluation Reserve

2026	Balance at beginning of reporting period	Increase (decrease)	Balance at end of reporting period
	$ '000	$ '000	$ '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	Increase (decrease)	Balance at end of reporting period
	$ '000	$ '000	$ '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 S*ubdivision 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 to the Financial Report
for the year ended 30 June 2026

	Notes	2026 $ '000	2025 $ '000
9.2 Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		13,084	21,484
Non-cash adjustments:			
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)
Change in assets and liabilities:			
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 triennual 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 Deined 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**	**26,660**
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.

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PERFORMANCE STATEMENT

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Certification of the 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: 1 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: 1 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Li Zhang
Deputy Mayor
Dated: 1 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Lucy Roffey
Chief Executive Officer
Dated: 1 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

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Performance Statement
for the year ended 30 June 2026 Page 70

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.

Performance Statement
Section 2. Sustainable capacity indicators
for the year ended 30 June 2026

Indicator / Measure	**Results** 2023	2024	2025	2026	**Material variations**
Population					
Expenses per head of municipal population [Total expenses / 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 *Financial Sustainability Strategy* .
Infrastructure per head of municipal population [Value of infrastructure / 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.
Population density per length of road [Municipal population / Kilometres of local roads]	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.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / 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 *Financial Sustainability Strategy* and reduce reliance on external funding sources.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / 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.

Performance Statement
Section 2. Sustainable capacity indicators (continued)
for the year ended 30 June 2026

Indicator / Measure	**Results**				**Material variations**
	2023	**2024**	**2025**	**2026**	
Disadvantage Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	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.
Workforce turnover Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	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.

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

Service / *Indicator* / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic facilities						
Utilisation						
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	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.
Animal management						
Health and safety						
Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	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.

Performance Statement
Section 3. Service performance indicators
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	
Food safety						
Health and safety Critical and major non-compliance notifications [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	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.
Governance						
Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on 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.

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

Service / *Indicator* / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Libraries						
Participation						
Library membership [Number of registered library members / Population] x100	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.
Maternal and child health						
Participation						
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	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.

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

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 [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%	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.
Roads						
Condition						
Sealed local roads below the intervention level [Number of kilometres of sealed local roads that are below the renewal intervention level set by Council / Kms of sealed local roads] x100	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.

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

Service / *Indicator* / Measure	Results 2023	2024	2025	2026		Material variations
	Actual	Actual	Actual	Target as per budget	Actual	
Statutory Planning						
Service standard						
Planning applications decided within the relevant required time [Number of planning application decisions made within the relevant required time / Number of planning application decisions made] x100	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.
Waste Collection						
Waste diversion						
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	61%	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.

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

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	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 [Total expenses / Number of property assessments]	$ 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.
Revenue level										
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	$ 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 *Financial Sustainability Strategy*, which will help address increasing cost pressures, support asset renewal and strengthen Council's long-term financial position.
Liquidity										
Working capital										
Current assets compared to current liabilities [Current assets / Current liabilities] x100	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 *Financial Sustainability Strategy*.
Unrestricted cash *										
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	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.

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

Performance Statement Page 79
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**	
Obligations										
Loans and borrowings										
Loans and borrowings compared to rates * [Interest-bearing loans and borrowings / Rate revenue] x100	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 *Financial Sustainability Strategy* supports the gradual reduction of debt over time, strengthening Council's long-term financial capacity and flexibility.
Loans and borrowings										
Loans and borrowings repayments compared to rates * [Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x100	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 *Financial Sustainability Strategy* supports a balanced approach to debt management, ensuring borrowings remain affordable and sustainable while maintaining investment in essential infrastructure.
Indebtedness										
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	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 *Financial Sustainability Strategy* and demonstrate Council's commitment to responsible debt management, improved financial resilience and long-term sustainability.
Asset renewal and upgrade										
Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expenses / Asset depreciation] x100	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.

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

Performance Statement Page 80
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) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	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.
Stability										
Rates concentration										
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	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.
Rates effort										
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	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.

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.

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

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

10.8 FINANCIAL MANAGEMENT REPORT AS AT 31 JULY 2026

Author: *Alon Milstein, Coordinator Financial Accounting*

Director: *John Vastianos, Chief Financial Officer*

Trim No: *26/1232916*

Attachments: *1. July Financial Management Report ⇩*

EXECUTIVE SUMMARY

Council plays a critical role in supporting a thriving, inclusive and sustainable community through the provision of essential infrastructure, facilities, services and programs. These investments contribute to the wellbeing, connectivity and liveability of the municipality and support the delivery of Council's strategic objectives.

This report outlines Council's financial performance for the period ended 31 July 2026 and supports informed decision-making by highlighting key financial outcomes and material variances. Detailed financial information is provided in Attachment 1.

There were no forecast adjustments recorded during July 2026. Accordingly, the forecast operating result remains consistent with the adopted Budget, with a projected surplus of $4.28m for 2026–27.

It is important to note that an operating surplus does not represent a cash surplus. Rather, it reflects Council's accounting result after recognising accruals, provisions, depreciation and other non-cash transactions in accordance with Australian Accounting Standards.

Council continues to operate in a challenging financial environment characterised by increasing service delivery costs, constrained revenue growth under the State Government rate capping framework, and rising regulatory and compliance obligations. Broader economic and geopolitical factors continue to contribute to inflationary pressures and cost uncertainty across the sector. While no material impacts have been identified to date, these risks will continue to be monitored as part of Council's ongoing financial management processes.

To strengthen its long-term financial position, Council is progressing the implementation of the Financial Sustainability Strategy, adopted on 16 December 2025. The Strategy provides a framework to improve financial resilience through service optimisation, revenue diversification, asset utilisation and the prioritisation of capital investment aligned with community needs and strategic priorities.

Council remains committed to directing available operating surpluses towards capital investment and debt reduction. Active financial management also ensures adequate reserves are maintained to meet future obligations, including open space contributions, contractual commitments, employee entitlements and residential aged care liabilities.

Overall, Council remains in a sound financial position and continues to demonstrate prudent financial management, balancing the delivery of community services and infrastructure with the long-term objective of financial sustainability.

RECOMMENDATION

That Council adopts the Financial Management Report for the period ending 31 July 2026.

BACKGROUND

Section 97 of the *Local Government Act 2020* requires Council to consider a quarterly budget report at a Council meeting, including a comparison of actual and budgeted results, explanations of material variances and other prescribed information.

In addition to these legislative requirements, Glen Eira City Council undertakes monthly financial reporting and monitoring to support informed decision-making, financial oversight and organisational accountability.

The attached report compares year-to-date operating income and expenditure against the adopted Budget and the full-year forecast to 30 June 2027. This enables Council to monitor financial performance, assess progress towards strategic objectives and identify emerging issues requiring management attention.

The report also includes an update on the Capital Works Program, Council's cash flow position and rate debtor performance.

ISSUES AND DISCUSSION

(a) Key Highlights - Current Financial Position

The forecast operating result for the 2026–27 financial year is a surplus of $4.28 million. Key highlights for the period ending 31 July 2026 include:

Key Highlights	Budget 2026-2027 $ 000's	July 2026 $ 000's	Movement $ 000's	Comments
Forecast Surplus	4,281	4,281	-	There are no forecast adjustments for July 2026.
Forecast Liquidity	142.42%	175.72%	33.30%	Forecast liquidity has increased due to a higher opening cash position in July 2026.
Forecast Capital Works	53,881	53,881	-	There are no forecast adjustments for July 2026.

(b) Open Space

Council collects Public Open Space contributions in accordance with legislative requirements when land is subdivided within the municipality. The balance of the Open Space Reserve as at 31 July 2026 is as follows:

Description	2026-27 Current Month	2026-27 Year to Date
Opening Balance as at 1 July 2026		**$34,158,720**
Open Space Contributions Received	$744,510	$744,510
Open Space Capital Expenditure	$0	$0
Closing Balance Open Space Reserve		**$34,903,230**
Committed Open Space Purchases		($10,325,000)
Available Open Space Reserve Funds		$24,578,230

Note: The Open Space Reserve is currently not held as a separately quarantined cash reserve.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The Financial Management Report reflects Council's ongoing commitment to addressing the climate emergency by continuing to reduce organisational emissions, build community awareness, and enable pathways for community action.

Consistent with the *Climate Emergency Response Strategy 2025–2029*, Council is progressing clear pathways and measurable outcomes toward community-wide emissions reduction and its target of zero direct Council emissions by 2031.

Key initiatives include the electrification of Council facilities, investment in open space and urban greening, support for circular economy and environmentally sustainable design, and the continued transition of Council's fleet to electric vehicles.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The key financial objectives for Council are:

- **Rates:** Maintain increases within the State Government rate cap.
- **Liquidity:** Maintain liquidity levels at no less than 100% (excluding restricted reserves).
- **Fees:** Set fees and charges in accordance with the principles of Council's Pricing Policy, balancing cost recovery, affordability and financial sustainability, while having regard to CPI and benchmarking.
- **Waste Charges:** Apply full cost recovery principles.
- **Risk Management:** Mitigate key risks through targeted investment, particularly in asset renewal and maintenance.
- **Service Levels:** Maintain essential service levels.
- **Financial Sustainability Strategy:** Implement the Financial Sustainability Strategy 2025–2029 to strengthen Council's long-term financial resilience through service reviews, revenue diversification, asset optimisation, debt management, productivity improvements and the prioritisation of capital investment aligned with community needs and strategic priorities.
- **Efficiency:** Maintain a strong efficiency position and effectively manage operating costs.
- **Community Engagement:** Ensure priorities reflect community feedback and engagement outcomes.

POLICY AND LEGISLATIVE IMPLICATIONS

This report aligns with the following Council strategies and legislative requirements:

- Budget 2026–2027
- Council Plan 2025–2029
- Financial Plan 2026–2036
- Asset Plan 2026–2036
- Strategic Asset Reserve Policy
- Financial Sustainability Strategy 2025–2029
- Pricing Policy
- Revenue and Rating Plan 2025–2029
- Open Space Strategy
- Investment Policy
- Integrated Planning and Reporting Framework
- *Local Government Act 2020* (including Section 97 – Financial Management)
- *Local Government (Planning and Reporting) Regulations 2020*

COMMUNICATION AND ENGAGEMENT

The preparation of the Financial Management Report has considered Council's strategic plans, service priorities and approved budget settings to ensure alignment between financial resources and the delivery of Council's objectives.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and Financial Sustainability
Our community has trust and confidence in our decisions.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

Council continues to demonstrate disciplined and prudent financial management in a challenging operating environment. Ongoing economic pressures, rising service delivery costs, and increasing regulatory requirements underscore the need for proactive and considered financial planning.

Through regular monitoring, strategic decision-making, and transparent reporting, Council ensures resources are allocated effectively to support service delivery, invest in critical infrastructure, and respond to emerging risks.

This approach reinforces Council’s commitment to long-term financial sustainability and its role as a responsible steward of public funds.

Financial Management Report for the period ending 31 July 2026

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Executive Summary

a) Current Month Budget Result

As at the end of July, year-to-date performance against budget from ordinary activities shows favourable variances, with income $1.02m above budget and operating expenditure $490k below budget.

Please note that a large amount of the current variances is due to timing differences (i.e. between the scheduling of budgets and timing of actual results). The next few months should reflect whether these variances (particularly the expenditure variances) become more permanent for the 2026-27 financial year.

b) Current Month Forecast Result

There were no forecast adjustments recorded during July 2026. Accordingly, the forecast operating result remains consistent with the adopted Budget, with a projected surplus of $4.28m for 2026–27.

The operating surplus is not a ‘cash’ profit as it recognises all revenue and spending for Council to operate and includes one-off and non-cash items.

Council will continue to prioritise the allocation of any available surplus towards capital works delivery and debt reduction, while maintaining the provision of high-quality services and community infrastructure.

While Council’s unrestricted cash balances remain at relatively low levels, it is essential that sufficient reserves are maintained to meet obligations, including open space reserves, contract deposits, employee entitlements, and residential aged care liabilities. Council will continue to apply prudent financial management practices to meet its obligations to the community.

c) Open Space

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.

As part of applicable subdivisions, a landowner is required to make a contribution based on the site value, which the Council uses to either purchase land to create new open spaces such as public parks, playgrounds and reserves, or to make improvements within our existing open space areas. Our open space planning is informed by the City of *Glen Eira Open Space Strategy*.

There are different contribution rates that apply in different parts of the municipality. These include:

- In the area known as Caulfield Village, 5% of the site value of the land which is contained within the Mixed-Use Precinct and the Smith Street Precinct, and 4% of the site value of the land which is contained within the Residential Precinct.
- In the area known as East Village, in accordance with the East Village Comprehensive Development Plan, May 2020 and East Village Development Contributions Plan, May 2020.
- All other land, 8.3% of the site value of the land effective March 2023.

Since 2021, Council has acquired new land for future open space development including entering into an agreement to purchase the Elsternwick Club to address a significant open space gap. The total value of land acquisitions since 2021, including the future settlement of Elsternwick Club, is $39m.

The balance of the Open Space Reserve as at 31 July 2026 is as follows:

Description	2026-27 Current Month	2026-27 Year to Date
Opening Balance as at 1 July 2026		**$34,158,720**
Open Space Contributions Received	$744,510	$744,510
Open Space Capital Expenditure	$0	$0
Closing Balance Open Space Reserve		**$34,903,230**
Committed Open Space Purchases		($10,325,000)
Available Open Space Reserve Funds		$24,578,230

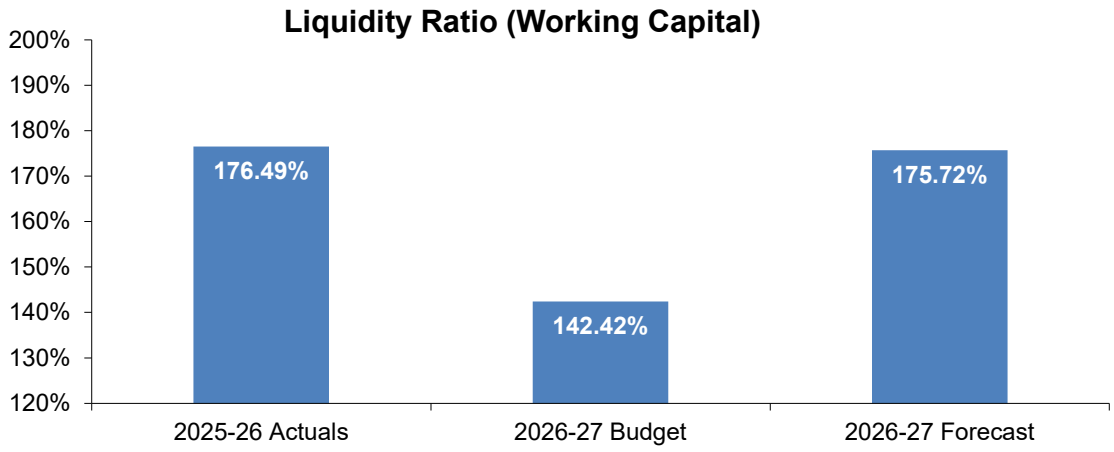
d) Borrowings and Debt Strategy

Council has established loan facilities totalling $64m with the Treasury Corporation of Victoria, comprising general-purpose borrowings, *Community Infrastructure Loans Scheme* funding, and *Community Sports Infrastructure Loans Scheme* funding.

As at 31 July 2026, the outstanding loan balance is $47.57m.

For the 2026–27 financial year, Council has budgeted $4.1m in principal and interest repayments, with no new borrowings planned.

e) Liquidity



Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following twelve months and are therefore not available for discretionary spending. Council is required to hold sufficient cash to cover Restricted Assets such as: Residential Aged Care Deposits, Public Open Space Reserve, Contract Deposits and Emergency Services and Volunteers Fund.

f) Superannuation – Defined Benefits Scheme

Vested Benefits Index (VBI)

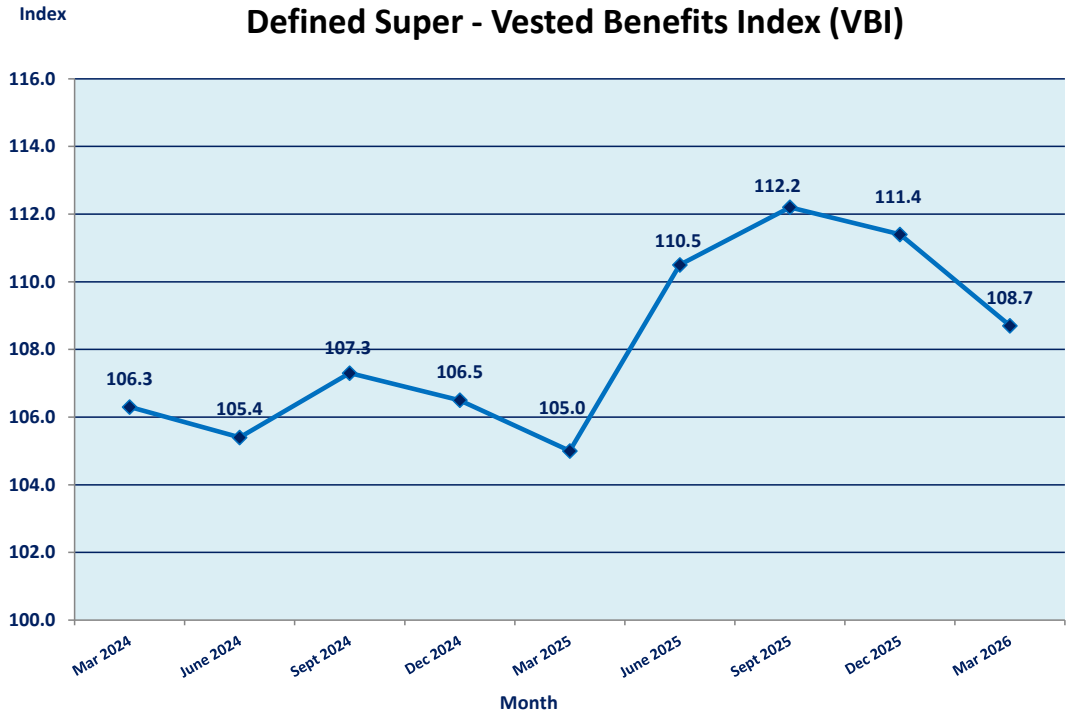
Defined benefit plans are required by law to have an actuarial investigation at least once every three years. Vision Super monitors the vested benefit position of the defined benefits plan on a quarterly basis.

The VBI is the key index that the super fund regulator, APRA, considers when assessing the financial position of the Defined Benefit Plan. In simple terms this measures whether there would be enough assets to meet the liabilities of the Defined Benefit Plan if it became necessary to pay all members their total entitlements on a particular day.

Under the superannuation prudential standards, VBI's must be kept above a fund's nominated shortfall threshold, currently 97 per cent. The higher the index the less chance of a future call.

For the Plan to be in a satisfactory financial position requires a VBI of 100 per cent or more. In the event the VBI falls below the nominated shortfall threshold (i.e., 97 per cent), an interim investigation is required to be carried out by the Fund Actuary, unless the next scheduled investigation is due within six months.

Below is the estimated VBI updated to 31 March 2026.



Income Statement

This Statement outlines our income sources for the reporting period under headings such as general rates and garbage charges, and the day-to-day expenses incurred to run Council. These expenses do not include capital expenditure, but they do include depreciation and amortisation of assets. Expenses include labour costs, materials and supplies, and utility and insurance costs.

The bottom line is the result for the reporting period. This figure equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

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

No Forecast adjustments for July 2026

Income Statement

for the period ending 31 July 2026

	2026-27 Year to Date Actual $ 000's	2026-27 Year to Date Budget $ 000's	2026-27 Year to Date Variance $ 000's	2026-27 Year to Date Variance (%)	2026-27 Current Month Forecast $ 000's	2026-27 Annual Budget $ 000's	2026-27 Budget Forecast Variance (%)
Income from Ordinary Activities							
Rates	125,572	125,618	(46)	(0.0%)	126,214	126,214	0.0%
Waste & Recycling Charges	30,684	30,530	154	0.5%	30,530	30,530	0.0%
Grants (Operating & Capital)	1,664	1,324	339	25.6%	26,843	26,843	0.0%
Interest Received	364	196	169	86.1%	2,350	2,350	0.0%
User Fees	2,686	2,396	290	12.1%	31,635	31,635	0.0%
Statutory Fees & Fines	1,207	1,185	22	1.8%	13,876	13,876	0.0%
Contributions (Monetary)	745	700	45	6.4%	5,000	5,000	0.0%
Other Income	233	181	52	28.9%	2,863	2,863	0.0%
Total Income from Ordinary Activities	**163,154**	**162,130**	**1,023**	**0.63%**	**239,309**	**239,309**	**0.0%**
Expenses from Ordinary Activities							
Employee Costs	8,044	8,340	295	3.5%	99,149	99,149	0.0%
Materials & Consumables	376	489	113	23.1%	5,378	5,378	0.0%
Contractor Payments	6,834	6,760	(74)	(1.1%)	69,327	69,327	0.0%
Maintenance	544	640	95	14.9%	9,072	9,072	0.0%
Utility Services	350	444	94	21.2%	5,964	5,964	0.0%
Insurances	-	19	19	100.0%	2,619	2,619	0.0%
Other Expenses	1,151	1,087	(64)	(5.9%)	7,543	7,543	0.0%
Grants & Subsidies	13	34	20	60.3%	1,644	1,644	0.0%
Borrowing Costs	162	152	(10)	(6.5%)	1,829	1,829	0.0%
Total Expenses from Ordinary Activities	**17,475**	**17,965**	**490**	**2.7%**	**202,525**	**202,525**	**0.0%**
Surplus/(deficit) before non operational activities	**145,679**	**144,165**	**1,513**	**1.0%**	**36,784**	**36,784**	**0.0%**
Non-operational Activities							
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	-	29	(29)	(100.0%)	450	450	0.0%
Written Down Value of Assets Sold/Disposed	-	8	8	0.0%	930	930	0.0%
Depreciation & Amortisation	2,839	2,665	(174)	(6.5%)	32,023	32,023	0.0%
Surplus/(deficit) for the period	**142,841**	**141,521**	**1,318**	**0.9%**	**4,281**	**4,281**	**0.0%**

Balance Sheet
for the period ending 31 July 2026

This Statement is a snapshot of our financial position. It outlines what we own (assets) and what we owe (liabilities). Our net worth (net assets or equity) equals total assets minus total liabilities — the larger the net equity, the stronger the financial position.

	Actuals 2025-26	Annual Budget 2026-27	Annual Forecast 2026-27	Year to Date Actual 2026-27
	$ 000's	$ 000's	$ 000's	$ 000's
Assets				
Current Assets				
Cash and Cash Equivalents	94,875	57,751	74,348	88,732
Trade and Other Receivables	24,802	22,948	24,802	202,605
Other Assets	5,948	2,764	5,948	3,035
Total Current Assets	**125,625**	**83,463**	**105,098**	**294,372**
Non-Current Assets				
Property, Infrastructure, Plant and Equipment	3,003,669	2,898,980	3,015,242	3,001,411
Right-of-use-assets	750	143	750	750
Intangible Assets	304	101	304	284
Investments in Joint Operations	122	327	122	122
Other Financial Assets	5	5	5	5
Total Non-Current Assets	**3,004,850**	**2,899,555**	**3,016,423**	**3,002,572**
TOTAL ASSETS	**3,130,475**	**2,983,018**	**3,121,521**	**3,296,944**
Liabilities				
Current Liabilities				
Trade and Other Payables	22,162	15,954	16,637	21,890
Trust Funds and Deposits	24,729	23,218	23,729	56,099
Unearned Income	7,326	2,214	2,326	-
Provisions	13,971	14,069	13,971	13,878
Interest-Bearing Liabilities	2,258	3,026	3,026	1,863
Lease Liabilities	733	121	121	733
Total Current Liabilities	**71,179**	**58,602**	**59,810**	**94,463**
Non-Current Liabilities				
Provisions	1,650	1,479	1,650	1,650
Interest-Bearing Liabilities	45,353	42,315	42,315	45,704
Lease Liabilities	372	115	115	372
Other Liabilities - Joint Operations	2,910	3,010	2,910	2,910
Total Non-Current Liabilities	**50,285**	**46,918**	**46,990**	**50,635**
Total Liabilities	**121,464**	**105,520**	**106,800**	**145,098**
Net Assets	**3,009,013**	**2,877,498**	**3,014,721**	**3,151,846**
Equity				
Accumulated Surplus	1,029,990	1,033,897	1,034,271	1,169,414
Asset Revaluation Reserve	1,943,603	1,812,971	1,943,603	1,943,601
Public Open Space Reserve	34,159	27,962	34,159	34,903
Strategic Asset Reserve	1,260	2,668	2,688	3,928
Total Equity	**3,009,013**	**2,877,498**	**3,014,721**	**3,151,846**

Capital Works Program

for the period ending 31 July 2026

This represents our portfolio of capital projects that have been adopted and formally approved by Council as part of the 2026–27 budget process. These projects involve the planning and construction of new assets, renewal, upgrade and expansions for existing infrastructure, plant and equipment and property assets. Included in the program are strategic projects, transformation and technology projects, roadworks, footpaths and drainage, upgrades of open space and recreational areas and community facilities.

Positive variance movements relate to savings in capital expenditure. Negative figures (in brackets) relate to an increase in the current year's budget allocation.

Capital Works Forecast

As at 31 July 2026, the forecast expenditure for the 2026–27 Capital Works Program is $53.88m, comprising:

- 2026–27 Adopted Budget projects: $47.31m
- 2025–26 Carry Forward projects: $6.57m

Forecast Adjustments

The July forecast remains unchanged, with no adjustments made to the Capital Works Program during the month.

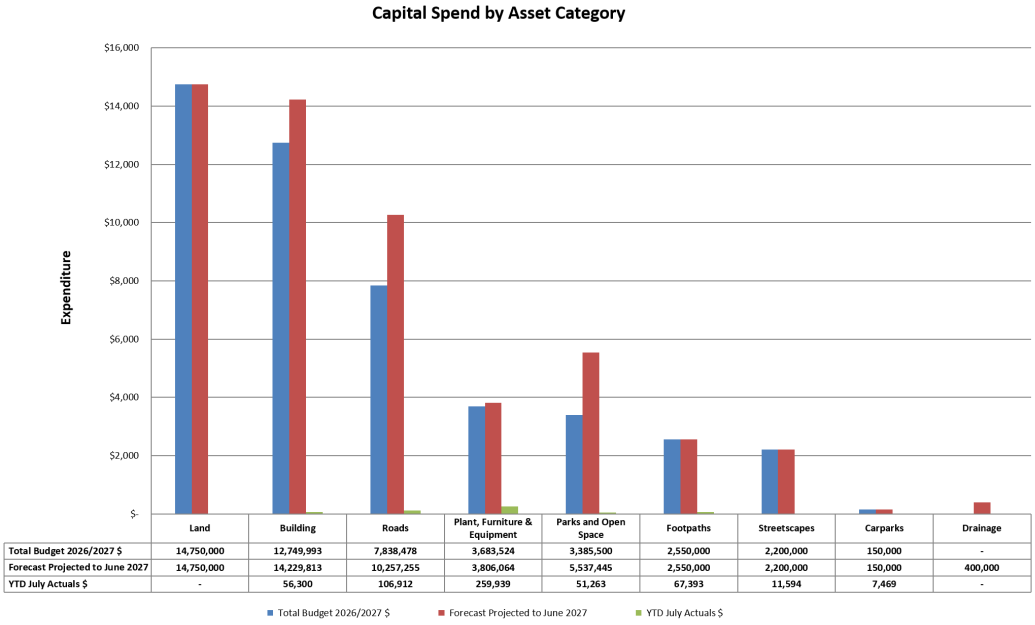
Carry Forward Projects from 2025–26 ($6.57m)

Carry forward projects relate to capital works that were incomplete or had not commenced by 30 June 2026. Delays were attributable to factors such as planning and approval requirements, weather impacts, extended consultation processes, procurement timeframes and other project delivery constraints. The projects carried forward into 2026–27 are outlined below:

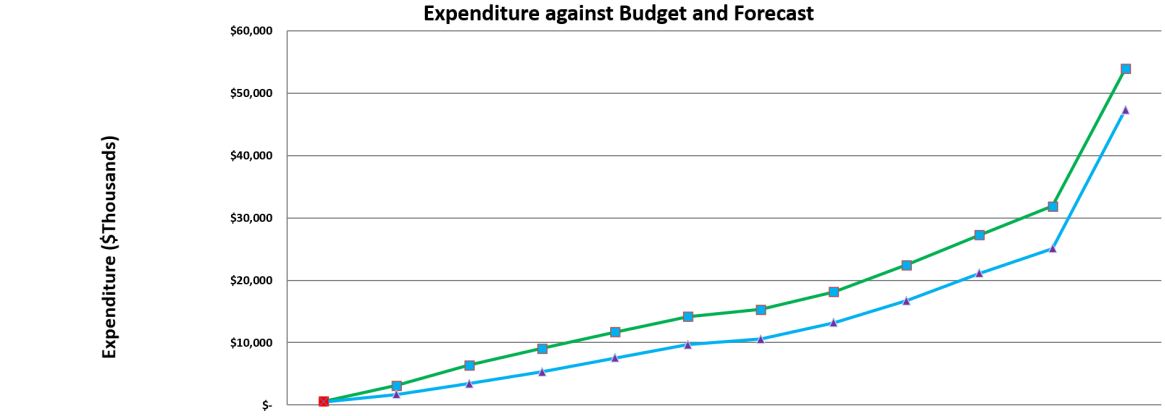
- **Community Safety ($1.71m)**
  Patterson Road/Tucker Road Intersection Safety Project ($525k), TAC-funded Local Roads Projects ($700k), School Safety initiatives ($253k) and other minor projects ($232k).
- **Renewals ($1.64m)**
  Road Reconstruction Program ($706k), Lancaster Street Easement Drain Upgrade ($400k), Building Renewal Program ($334k) and Parks and Open Space Renewal Program ($195k).
- **Activity Centres ($1.17m)**
  Better Streets Better Places Program.
- **Sustainability ($1.07m)**
  Getting Off Gas Program ($958k) and Elster Creek Stormwater Improvement Initiative ($116k).
- **Recreation and Open Space ($674k)**
  Orange Street Car Park Upgrade and Dog Park ($302k), Sports Lighting Projects ($197k), Elsternwick Staniland Grove Public Toilet Block Upgrade ($95k) and Glen Huntly Playground Upgrade Program ($80k).
- **Community Facilities ($188k)**
  Mackie Road Reserve Pavilion ($174k) and other minor projects ($14k).
- **Transformation and Technology ($122k)**
  GIS Upgrade and Replacement Project.

Capital Works Performance Graphs

The below graphs reflect the 2026–27 budget allocations for the main asset category and monthly expenditure against budget and forecast.



	Land	Building	Roads	Plant, Furniture & Equipment	Parks and Open Space	Footpaths	Streetscapes	Carparks	Drainage
Total Budget 2026/2027 $	14,750,000	12,749,993	7,838,478	3,683,524	3,385,500	2,550,000	2,200,000	150,000	-
Forecast Projected to June 2027	14,750,000	14,229,813	10,257,255	3,806,064	5,537,445	2,550,000	2,200,000	150,000	400,000
YTD July Actuals $	-	56,300	106,912	259,939	51,263	67,393	11,594	7,469	-



	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
2026-27 Annual Forecast	$613K	$3,118K	$6,411K	$9,070K	$11,697K	$14,174K	$15,299K	$18,165K	$22,437K	$27,253K	$31,853K	$53,881K
Approved Budget	$504K	$1,703K	$3,458K	$5,331K	$7,560K	$9,664K	$10,589K	$13,210K	$16,687K	$21,103K	$25,101K	$47,307K
YTD Actuals	$561K											
Variance between Annual forecast vs Actuals	$52K											

Capital expenditure for July was $52k below forecast, primarily due to scheduling delays across the Renewals, Activity Centres, and Sustainability programs. This was partially offset by other projects progressing ahead of schedule.

Capital Works Program Expenditure

for period ending 31 July 2026

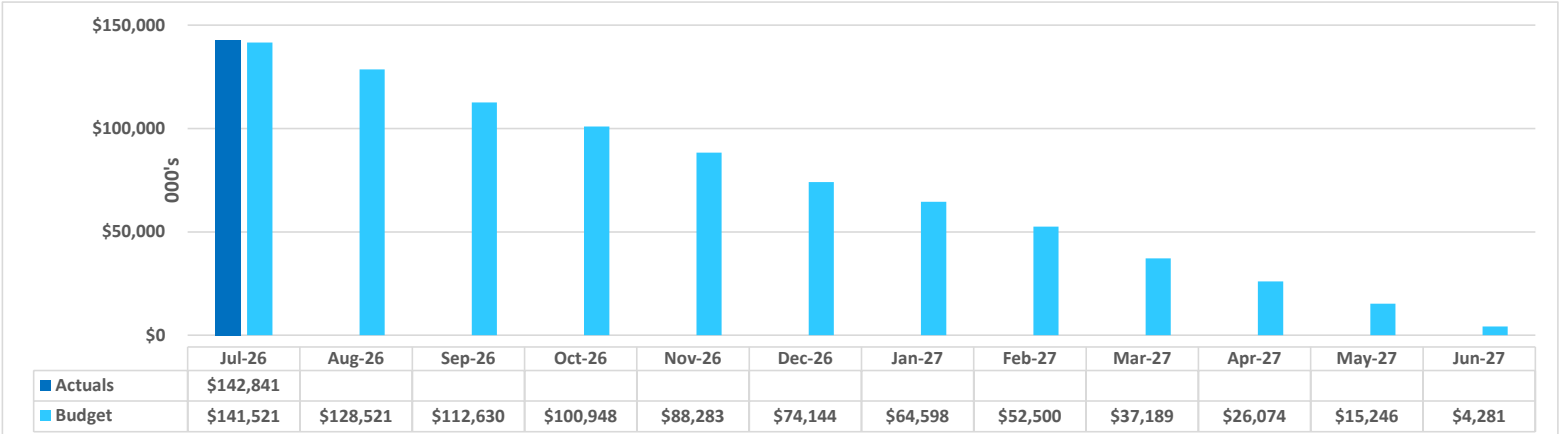
Description	Adopted Capital Budget ($)	Carry Forwards from 2025-26 ($)	Budget Plus Carry Forwards ($)	Adjustments ($)	Annual Forecast ($)	Year To Date Actual Expenditure ($)	Year To Date Forecast ($)	Year To Date Variance ($)
ACTIVITY CENTRES								
BETTER STREETS BETTER PLACES PROGRAM	2,000,000	1,166,552	3,166,552	-	3,166,552	34,867	81,547	46,680
MULTICULTURAL BUSINESS PRECINCT REVITALISATION PROGRAM	200,000	-	200,000	-	200,000	-	-	-
PLACEMAKING STRATEGY IMPLEMENTATION	-	-	-		-	1,561	-	(1,561)
TOTAL PLACE	**2,200,000**	**1,166,552**	**3,366,552**	**-**	**3,366,552**	**36,428**	**81,547**	**45,119**
TRANSFORMATION & TECHNOLOGY								
GIS UPGRADE/REPLACEMENTS	-	122,540	122,540	-	122,540	39,197	15,000	(24,197)
TOTAL TRANSFORMATION & TECHNOLOGY	**-**	**122,540**	**122,540**	**-**	**122,540**	**39,197**	**15,000**	**(24,197)**
RECREATION AND OPENSPACE								
OPEN SPACE STRATEGY INITIATIVES	-	302,096	302,096	-	302,096	-	-	-
RECREATION PROGRAM	-	276,860	276,860	-	276,860	2,329	-	(2,329)
SPORTSGROUND LIGHTING UPGRADE	-	94,561	94,561	-	94,561	-	-	-
PARKING SPACES IN OUR PLACES	-	-	-		-	7,469	-	(7,469)
TOTAL RECREATION AND OPENSPACE	**-**	**673,517**	**673,517**	**-**	**673,517**	**9,798**	**-**	**(9,798)**
COMMUNITY FACILITIES								
BUILDING IMPROVEMENTS	-	-	-		-	1,020	-	(1,020)
PARK PAVILION UPGRADE	3,650,000	173,938	3,823,938	-	3,823,938	7,400	-	(7,400)
GLEN HUNTLY PAVILION UPGRADE	910,713	-	910,713	-	910,713	-	-	-
CARNEGIE MEMORIAL SWIMMING POOL	-	14,468	14,468	-	14,468	-	-	-
TOTAL COMMUNITY FACILITIES	**4,560,713**	**188,406**	**4,749,119**	**-**	**4,749,119**	**8,420**	**-**	**(8,420)**
SUSTAINABILITY								
GETTING OFF GAS PROGRAM	6,025,000	957,735	6,982,735	-	6,982,735	6,000	40,000	34,000
INTEGRATED WATER MANAGEMENT	-	116,523	116,523	-	116,523	-	-	-
SOLAR AND ENERGY EFFICIENCY PROJECTS	164,280	-	164,280	-	164,280	-	-	-
TOTAL SUSTAINABILITY	**6,189,280**	**1,074,258**	**7,263,538**	**-**	**7,263,538**	**6,000**	**40,000**	**34,000**
COMMUNITY SAFETY								
FRANKSTON RAIL TRAIL UPGRADE	734,400	143,293	877,693	-	877,693	-	15,000	15,000
TRANSPORT PLANNING	1,488,000	1,569,147	3,057,147	-	3,057,147	104,152	-	(104,152)
TOTAL COMMUNITY SAFETY	**2,222,400**	**1,712,440**	**3,934,840**	**-**	**3,934,840**	**104,152**	**15,000**	**(89,152)**
LAND ACQUISITIONS								
ELSTERNWICK BOWLS CLUB	14,750,000	-	14,750,000	-	14,750,000	-	-	-
TOTAL LAND ACQUISITIONS	**14,750,000**	**-**	**14,750,000**	**-**	**14,750,000**	**-**	**-**	**-**

Capital Works Program Expenditure
for period ending 31 July 2026 (continued)

Description	Adopted Capital Budget ($)	Carry Forwards from 2025-26 ($)	Budget Plus Carry Forwards ($)	Adjustments ($)	Annual Forecast ($)	Year To Date Actual Expenditure ($)	Year To Date Forecast ($)	Year To Date Variance ($)
RENEWALS								
INFORMATION SYSTEMS	894,745	-	894,745	-	894,745	112,327	74,562	(37,765)
VEHICLE REPLACEMENT	700,000	-	700,000	-	700,000	-	58,320	58,320
BUILDING IMPROVEMENTS	2,000,000	333,679	2,333,679	-	2,333,679	42,900	-	(42,900)
LIBRARY COLLECTIONS	617,520	-	617,520	-	617,520	46,979	41,424	(5,555)
FOOTPATH PROGRAM	2,550,000	-	2,550,000	-	2,550,000	67,393	125,543	58,150
KERB AND CHANNEL REPLACEMENT PROGRAM	400,000	-	400,000	-	400,000	2,760	12,000	9,240
ROAD REHABILITATION PROGRAM	2,000,000	706,337	2,706,337	-	2,706,337	-	-	-
DRAINAGE IMPROVEMENTS	300,000	400,000	700,000	-	700,000	-	15,000	15,000
GLENWORKS PROGRAM	1,739,540	-	1,739,540	-	1,739,540	-	-	-
RIGHT OF WAY IMPROVEMENTS	729,356	-	729,356	-	729,356	-	-	-
CAR PARKS RENEWAL PROGRAM	100,000	-	100,000	-	100,000	-	-	-
ACTIVE RECREATION FACILITY PROGRAM	500,000	26,240	526,240	-	526,240	-	-	-
RECREATION PROGRAM	600,000	120,112	720,112	-	720,112	13,120	-	(13,120)
AQUATIC CENTRE REDEVELOPMENT	1,471,259	-	1,471,259	-	1,471,259	57,195	122,605	65,410
PARKS MINOR CAPITAL WORKS	355,000	49,001	404,001	-	404,001	10,980	12,078	1,098
RESIDENTIAL AGED CARE MINOR IMPROVEMENTS	-	-	-		-	3,221	-	(3,221)
SPORTS GROUND LIGHTING UPGRADE PROGRAM	490,500	-	490,500	-	490,500	-	-	-
LOCAL AREA TRAFFIC MANAGEMENT	292,182	-	292,182	-	292,182	-	-	-
PARK ASSET RENEWAL PROGRAM	245,000	-	245,000	-	245,000	-	-	-
SPORT AND FACILITIES RENEWAL PROGRAM	1,400,000	-	1,400,000	-	1,400,000	-	-	-
TOTAL RENEWALS	**17,385,102**	**1,635,369**	**19,020,471**	**-**	**19,020,471**	**356,876**	**461,532**	**104,656**
TOTAL CAPITAL WORKS EXPENDITURE	**47,307,495**	**6,573,082**	**53,880,577**	**-**	**53,880,577**	**560,871**	**613,079**	**52,208**

Financial Performance Graphs

Net Result for the period ending 31 July 2026



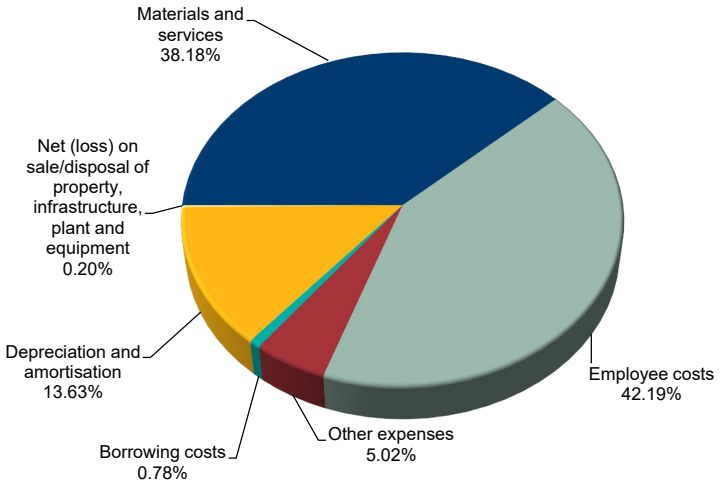
	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
Actuals	$142,841											
Budget	$141,521	$128,521	$112,630	$100,948	$88,283	$74,144	$64,598	$52,500	$37,189	$26,074	$15,246	$4,281

The July 2026 year to date financial performance was $1.3m higher than the year-to-date budget mainly due to:

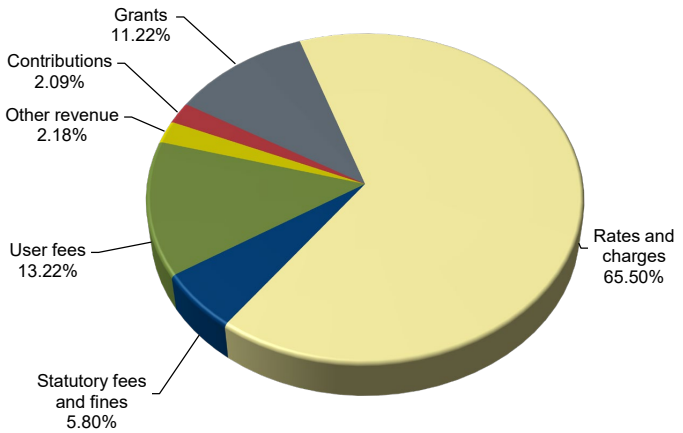
- Better than anticipated income received for Grants $339k, User Fees $290k, Interest Received $169k, and Waste & Recycling Charges $154k.
- Favourable variances in expenditure items including Employee Costs $295k, Materials and Consumables $113k, Maintenance $95k and Utility Services $94k.

Financial Performance
for the period ending 31 July 2026

2026-27 Forecast categories of expenditure

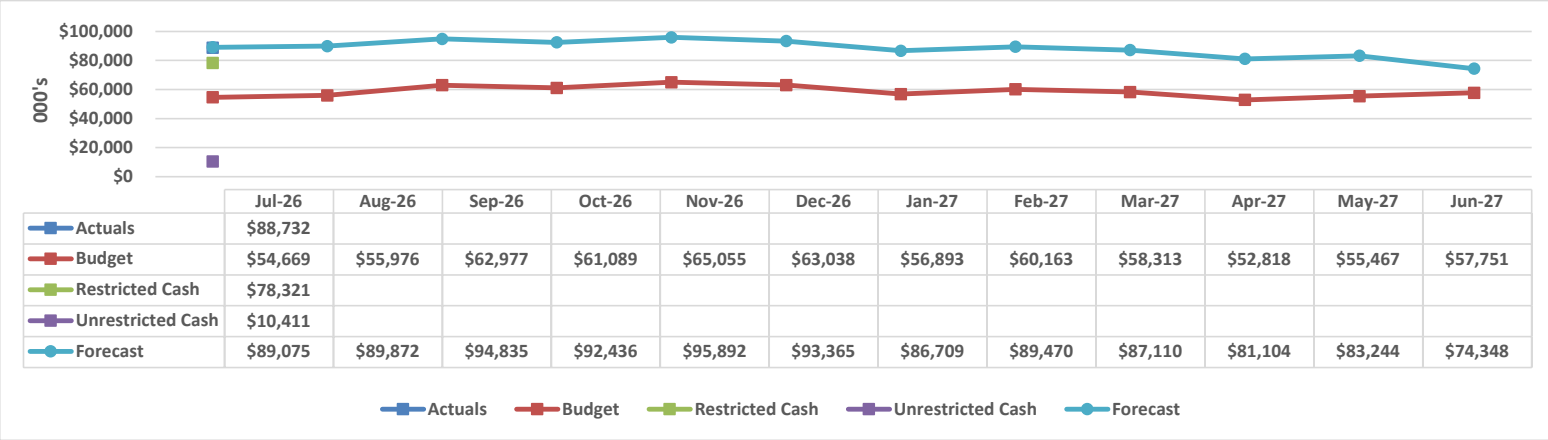


2026-27 Forecast sources of income



OFFICIAL

Cash and Investments
for the period ending 31 July 2026



	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
Actuals	$88,732											
Budget	$54,669	$55,976	$62,977	$61,089	$65,055	$63,038	$56,893	$60,163	$58,313	$52,818	$55,467	$57,751
Restricted Cash	$78,321											
Unrestricted Cash	$10,411											
Forecast	$89,075	$89,872	$94,835	$92,436	$95,892	$93,365	$86,709	$89,470	$87,110	$81,104	$83,244	$74,348

- **Cash Balance** – Council's year to date cash balance of $88.73m is above budget for the current month. Council's forecast position to June 2027 of $74.35m has been adjusted to reflect the movements in Council's Income Statement and Capital Works Program forecast adjustments.
- **Restricted Cash** – Council has cash assets that are subject to restrictions. Restricted funds as at 31 July 2026 is $78.32m, this includes: residential aged care deposits of $13.97m, leave provisions of $15.47m, trust funds and deposits of $7.86m (including asset protection permits), open space reserve of $34.9m, strategic asset reserve of $3.93m and Emergency Services and Volunteers Fund $2.19m. Noting that the open space ($34.9m) is not held in cash reserve.
- **Return on Investments** – Council has achieved an average return on investments of 4.7 per cent for the month of July 2026.

Rates Income and Debtors

for the period ending 31 July 2026

Rates and charges are Council's primary source of revenue and are levied in accordance with the Revenue and Rating Plan. Debtor balances fluctuate throughout the year in line with the rates payment cycle, with ratepayers able to pay by instalments or as a lump sum. The rates and charges balance includes waste charges and the Emergency Services and Volunteers Fund (ESVF) levy, both of which are collected by Council on behalf of service delivery and government requirements.

Waste charges and the ESVF levy sit outside the Victorian Government's rate capping framework and are therefore not subject to the annual rate cap. Council continues to actively monitor outstanding balances, administer available rebate programs, and undertake recovery processes where required to support the timely collection of revenue.

Rate Debtors	2026-2027 Year to date $'000
Arrears Brought Forward	17,655
Credits Brought Forward	(1,953)
2026-27 Rates & Garbage Generated	155,292
2026-27 Emergency Services and Volunteers Fund Levy	30,659
Total Rates & Charges	**201,654**
Payments/Adjustments:	
Glen Eira Pension Rebate	-
State Government Rebate	(1,707)
Emergency Services and Volunteers Fund Rebate	(291)
Receipts	(7,900)
Interest	(526)
Supplementary Valuations	1,656
Adjustments	-
Total Payments/Adjustments	**(8,768)**
Rates & Charges Balance at Month End	**192,886**

Financial Sustainability Indicators

The following indicators are part of the Local Government Performance Reporting Framework (LGPRF), a state-wide reporting framework used by all Victorian councils to measure and report financial performance in a consistent and transparent manner.

The indicators provide insight into Council's financial sustainability, including its ability to fund services, maintain assets and meet future obligations. LGPRF targets were adopted as part of Council's 2026–27 Budget and are reported alongside actual results to track performance over time and support accountability to the community.

Domain	Measure	Target 2026-27	Forecast 2026-27
Financial management **Operating position** (ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants)	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (or deficit)/Adjusted underlying revenue	-1.60%	-1.60%
Working capital (Sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	142.42%	175.72%
Rates concentration (Revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	67.76%	67.76%
Cash liquidity (sufficient working capital and cash is available to cover expenses)	**Cash compared to current liabilities** Cash / current liabilities	98.55%	124.31%
Financial forecasting **Indebtedness** (level of long term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue	22.61%	22.65%
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to own-source revenue** Interest bearing loans and borrowings / own-source revenue	21.85%	21.85%
Asset renewal and upgrade (Renewal and upgrade of assets is planned and delivered)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	114.67%	114.67%

10.9 POLICY REVIEW: AFTER-HOURS NOISE COMPLAINTS POLICY; AND POLICY REVIEW: METHOD FOR ISSUING PARKING INFRINGEMENT NOTICES POLICY

Author: *Brooke Ranken, Manager Community Safety and Compliance*

Director: *Rosa Zouzoulas, Director Planning and Place*

Trim No: *26/1215945*

Attachments:
1. *CURRENT After-Hours Noise Complaints Policy* ⇩
2. *PROPOSED After-Hours Noise Complaint Response Policy* ⇩
3. *CURRENT Method of Issuing Parking Infringement Notices Policy* ⇩

EXECUTIVE SUMMARY

After-Hours Noise Complaints Policy

Glen Eira City Council is responsible for investigating noise complaints in accordance with legislation namely the *Environmental Protection Act 2017 (Vic), Public Health and Wellbeing Act 2008 (Vic)*, *Planning and Environment Act 1987 (Vic), Domestic Animals Act 1994* and the *Environmental Protection Regulations 2021 (Vic)*.

The After-Hours Noise Complaints Policy (***Attachment 1***) was first adopted in September 2020 and provides the framework that guides our resources to investigate noise complaints that cannot be investigated during business hours.

A review of this policy has confirmed that the policy remains relevant and continues to support Council's commitment to protecting residential amenity and community wellbeing through the provision of targeted after-hours resources to investigate noise complaints.

Minor amendments are proposed to improve governance alignment, legislative currency, clarity and consistency, while maintaining the existing intent and service delivery arrangements. The updated policy reinforces Council's commitment to deliver service excellence having regard to our legislative requirements and availability of resources. No additional financial or resource implications arise from the policy's adoption, and all required processes are already embedded within Council's operations.

Method of Issuing Parking Infringement Notices Policy

The Method of Issuing Parking Infringement Notices Policy (***Attachment 3***) was first adopted in February 2004 and amended in May 2022. The intent of the policy was to outline Council's approach to the issuing of parking infringement notices.

A review of the policy has identified that the policy duplicates legislative requirements and provides limited additional governance value. Parking infringement processes are governed through applicable legislation, Authorised Officer powers and the Glen Eira Council Parking Enforcement Manual.

It is proposed that this policy be revoked.

RECOMMENDATION

That Council:

1. Adopts the revised After-Hours Noise Complaint Response Policy (***Attachment 2***).
2. Revokes the Method of Issuing Parking Infringement Notices Policy (***Attachment 3***).

BACKGROUND

Council maintains a program of periodic policy reviews to ensure policies remain current, effective and aligned with legislative and operational requirements.

The After-Hours Noise Complaints Policy (***Attachment 1***) was first adopted in September 2020 to provide guidance on the circumstances in which Council resources will be deployed to investigate noise complaints outside standard operating hours. Relevant legislation outlines Council's powers and responsibilities in relation to the investigation of noise nuisance complaints and establishes the statutory framework for enforcement and compliance activities. The policy was introduced to provide clarity to the community and Council officers regarding the limited circumstances in which after-hours investigations will be undertaken. It is not intended to duplicate legislative requirements, but rather to support consistent and transparent decision-making in the allocation of Council resources.

The Method of Issuing Parking Infringement Notices Policy (***Attachment 3***) was first adopted in February 2004 and subsequently amended in May 2022. The policy was introduced to provide transparency and consistency regarding the process for issuing parking infringement notices. Legislative requirements, Council procedures and the Glen Eira Council Parking Enforcement Manual govern the issuing of parking infringements by Authorised Officers. As part of this review, consideration was given to whether the policy continues to provide value and clarity beyond existing legislative and operational requirements. The review found that the policy does not establish processes or requirements beyond those already prescribed through legislation and operational procedures.

Both policies were reviewed to assess their ongoing relevance, effectiveness and alignment with current legislative requirements, Council's governance framework and operational practices. The review process included consideration of relevant legislation, the Glen Eira Council Parking Enforcement Manual, governance obligations and feedback from relevant internal stakeholders.

The review of the After-Hours Noise Complaints Policy (***Attachment 1***) was undertaken in consultation with officers from Civic Compliance, Public Health, Wellbeing and Social Policy, Legal and Governance, and Community Engagement.

The review of the Method of Issuing Parking Infringement Notices Policy (***Attachment 3***) was undertaken in consultation with officers from Parking and Safety, Legal and Governance, and Wellbeing and Social Policy.

ISSUES AND DISCUSSION

<u>After-Hours Noise Complaints Policy</u>

The current After-Hours Noise Complaints Policy (***Attachment 1***) provides guidance on Council's approach to resource allocation to undertake investigations in accordance with legislative requirements. The Policy remains fit for purpose and continues to provide an appropriate framework for Council's management of resources for eligible after-hours noise complaints.

The proposed amendments are administrative and operational in nature and do not result in any substantive change to service levels, policy intent or community impact. The amendments have been made to:

- Align the policy with Council's current policy template and governance requirements.
- Update legislative references, including the *Local Government Act 2020*, *Environment Protection Act 2017* and Environment Protection Regulations 2021.
- Clarify the scope, intent and limitations of Council's after-hours noise complaint response service.

- Improve readability and consistency throughout the document.
- Update the policy title to After-Hours Noise Complaint Response Policy (***Attachment 2***);
- Reflect current operational practices undertaken by Authorised Officers.

It is proposed that the revised policy be retained with a review period of four years.

Method for Issuing Parking Infringement Notices Policy

The review of the Method for Issuing Parking Infringement Notices Policy (***Attachment 3***) determined that there is no legislative requirement for Council to maintain a standalone policy governing the issuing of parking infringement notices.

The review found that the policy largely duplicates requirements already prescribed under:

- *Infringements Act 2006*
- *Road Safety Act 1986*
- Road Safety Road Rules 2017 (Vic)
- Associated regulations and statutory enforcement frameworks

Operational parking enforcement activities are governed through legislation, Authorised Officer powers, the Glen Eira Council Parking Enforcement Manual and work instructions rather than Council policy.

Benchmarking has shown that comparable Victorian councils generally do not maintain an equivalent policy, instead relying on existing legislation to provide guidance, clarity, and process direction.

Revoking the policy will reduce unnecessary governance documentation, remove duplication and support Council's commitment to effective policy management and continuous improvement.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The recommendations within this report relate to governance and operational policy matters and do not have any direct implications for the implementation of Council's Climate Emergency Response Strategy.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Financial and Resource Implications

The recommendations do not create any additional financial commitments or require the expansion of existing services.

The After-Hours Noise Complaint Response Policy (***Attachment 2***) supports the continued delivery of an established after-hours response service within existing operational resources.

The revocation of the Method for Issuing Parking Infringement Notices Policy (***Attachment 3***) has no identified financial impact and does not alter existing operational service delivery requirements.

Risk Implications

Maintaining a current After-Hours Noise Complaint Response Policy (***Attachment 2***) supports legislative compliance, governance accountability and consistent service delivery. It assists in managing customer expectations and reducing the risk of inconsistent decision-making.

Minimal risk has been identified in relation to the revocation of the Method for Issuing Parking Infringement Notices Policy (***Attachment 3***), as legislative obligations, enforcement powers and operational procedures remain unchanged. Compliance requirements will continue to be governed through applicable legislation and established operational processes.

Asset Management Implications

There are no asset management implications arising from the recommendations contained within this report.

POLICY AND LEGISLATIVE IMPLICATIONS

The After-Hours Noise Complaints Policy (***Attachment 1***) has been reviewed to ensure alignment with Council's contemporary policy framework and current legislative requirements, including the:

- *Local Government Act 2020*
- *Environment Protection Act 2017*
- *Environment Protection Regulations 2021*

The review confirms that the policy continues to support Council's responsibilities in managing after-hours noise complaints and protecting residential amenity.

The Method for Issuing Parking Infringement Notices Policy (***Attachment 3***) duplicates requirements already established within legislative frameworks, including:

- *Infringements Act 2006*
- *Road Safety Act 1986*
- *Road Safety Road Rules 2017 (Vic)*

Revocation of the policy will not impact Council's statutory obligations, enforcement powers or compliance responsibilities, which will continue to be administered through legislation and operational procedures.

COMMUNICATION AND ENGAGEMENT

The policy revisions were reviewed by Council’s internal Governance, Risk and Planning Committee on 4 August 2026.

Internal review was undertaken by Council’s legal, risk and Governance teams, which have confirmed support for retaining the after-hours noise complaints policy, and revocation of the Method for Issuing Parking Infringement Notices Policy (***Attachment 3***). No external consultation for the revised After-Hours Noise Complaints Policy is required as the proposed changes are administrative and do not materially alter the service provided to the community.

LINK TO COUNCIL PLAN

Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing

- Our community has a strong sense of connection and belonging

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The review of the After-Hours Noise Complaints Policy (***Attachment 1***) has confirmed that the policy remains relevant, effective and aligned with contemporary legislative and operational requirements. The proposed amendments are administrative in nature and support improved governance, clarity and consistency while maintaining the existing service framework.

The review of the Method for Issuing Parking Infringement Notices Policy (***Attachment 3***) has determined that the policy is no longer required, as the issuing of parking infringement notices is comprehensively governed through legislation, Authorised Officer powers and the Glen Eira Council Parking Enforcement Manual. Revocation will remove duplication and support efficient policy management.

It is therefore recommended that Council adopt the revised After-Hours Noise Complaint Response Policy (***Attachment 2***) and revoke the Method for Issuing Parking Infringement Notices Policy (***Attachment 3***).

After-Hours Noise Complaints Policy

Date first adopted:	08 September 2020
Dates amended:	
Next review date:	08 September 2025
Position title of responsible business unit Manager:	Manager Community Safety and Compliance
Approved by:	Council
Internal external or both:	Both

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1. TITLE

After-Hours Noise Complaints Policy

2. OBJECTIVE

To outline the principles that will inform the provision of a limited after-hours service to effectively manage and seek resolution of ongoing noise complaints, enabling Council to fulfil its obligations regarding the administration of enforcement of breaches pursuant to Council's Community Local Law 2019, Environmental Protection (Residential Noise) Guidelines 2018, *Environment Protection Act 1970*, *Public Health and Wellbeing Act 2008* and the *Planning and Environment Act 1987.*

3. BACKGROUND

Local Councils in Victoria are responsible for investigating complaints relating to the following types of noise:

- from constructions sites, residential and commercial premises;
- that breach the *Environment Protection Act 1970*;
- that breach Council's Community Local Law 2019;
- that constitutes a public health nuisance; and
- that breach a planning permit condition.

Specific noise requirements are set out in regulations, legislation, guidelines and planning permit conditions which provide authority for Council to investigate and act on noise complaints.

Most noise complaints are effectively resolved through Council's current processes during regular business hours. However, there is a very minimal amount of complaints that become problematic to resolve as it is difficult to gather enough evidence to substantiate the allegation given the alleged noise is occurring after-hours. This Policy addresses those types of cases.

4. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Council	Glen Eira City Council
After-hours complaint	a noise complaint received from a member of the public which is occurring outside of normal shift hours.
Government agencies	Department of Human Services, Victoria Police, emergency services.
Authorised Officer	a person appointed by Council to be an Authorised Officer under section 224 of the Local Government Act 1989
Private land	means any land which is not Council Land

5. POLICY

5.1 Limited Service

Council will provide a limited service to manage ongoing after-hours noise complaints.

5.2 Identification of complaints which require investigation after-hours

Council will investigate ongoing after-hours noise complaints as part of a planned inspection or call-out arrangement where there is a reoccurrence of the issue and prior interaction with the person responsible for the noise has failed. The following types of noise complaints will be investigated:

- construction site/development;
- animal;
- residential (emitted by domestic spa and swimming pool pumps, air conditioners and heating equipment).

The following criteria will be used in determining to commence an after-hours investigation:

- complaint must be ongoing or persistent complaints have been received regarding the same noise;
- if the noise reported involves an animal and the noise is occurring outside the hours of 7am to 8pm Monday to Friday and 9am to 8pm Saturdays, Sundays and Public Holidays, and the complainant has indicated that the noise emitted interferes with their peace, comfort or convenience;
- the complaint has been investigated during regular business hours and the investigating Authorised Officer believes that the matter is ongoing, and that Council and the complainant would benefit from conducting further investigation after-hours;
- the Authorised Officer needs to investigate the noise after-hours to be able to 'form the view' that an offence has occurred as the supporting evidence provided via other means is insufficient; and
- the Authorised Officer needs to investigate the noise after-hours to satisfactorily resolve and complete the investigation.

5.3 Collaboration with the Victoria Police

Where Council is unable to resolve or safely investigate or issue enforcement action in relation to a complaint, Council will work with government agencies including but not limited to, Victoria Police, in the following circumstances:

- when two Council Officers are unable to attend the after-hours complaint;
- where the government agency has additional powers and can deal with the complaint in a more efficient, safe and effective manner;
- where Council Officer safety is compromised;
- to hand-deliver an 'Abatement Notice' and/or an infringement notice after-hours;
- where the accused or property is known to police;
- where the government agency has advised Council to not attend without their presence;
- where Council has been unsuccessful and government agency intervention is appropriate to resolve the complaint (for example, if access to a dwelling is required).

6. HUMAN RIGHTS CHARTER COMPATIBILITY

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

7. ASSOCIATED INTERNAL DOCUMENTS

Council Report – After-Hours Noise Complaints Policy
Councillors' Code of Conduct
Council's Fraud and Corruption Policy
Council's *Protected Disclosure Act 2012* Policy and Procedures
Victorian Ombudsman *Councils and complaints – A Good Practice Guide,* 2015

8. EXTERNAL REFERENCES/RESOURCES

Charter of Human Rights and Responsibilities Act 2006
Glen Eira Community Local Law 2019
Environment Protection Act 1970
Environment Protection (Residential Noise) Regulations 2018
Public Health Nuisance Council Policy
Public Health and Wellbeing Act 2008
Planning and Environment Act 1978
State Environment Protection Policy (Control of Noise from industry, Commerce and Trade) No. N1
State Environment Protection Policy (Control of Music Noise from Public Premises) No. N2

Attachment 2

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

After-Hours Noise Complaint Response Policy

Date first adopted:	September 2020
Date last amended:	September 2026
Next review date:	September 2030
Policy Owner:	Manager Community Safety and Compliance
Approved by:	Council
Policy Category:	Category 2 Policy – Discretionary Policy that requires Council approval

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8. LEGISLATIVE COMPLIANCE ... 6
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OFFICIAL

1. TITLE

After-Hours Noise Complaint Response Policy

2. OBJECTIVES

The objectives of this Policy are to outline the principles under which Glen Eira City Council ("Council") provides a limited after-hours attendance service to:

- Respond to and assess noise complaints occurring outside normal business hours.
- Assist in resolving ongoing or recurring noise complaints where after-hours attendance is appropriate.
- Support the collection of evidence where such after-hours attendance may assist in determining an appropriate response or enforcement action.
- Support Council's functions and exercise of powers under relevant legislation, including:

    - Council's Community Local Law 2019
    - *Environment Protection Act 2017* and Environment Protection Regulations 2021
    - *Public Health and Wellbeing Act 2008*
    - *Planning and Environment Act 1987*
    - *Domestic Animals Act 1994*

3. BACKGROUND

Local Councils in Victoria have functions and regulatory roles in relation to investigating and responding to complaints relating to unreasonable or prohibited noise, including noise from:

- residential premises
- commercial premises
- residential construction and demolition activities
- animal-related sources
- breaches of planning permits or local laws
- public health nuisances

Regulation of noise in Victoria occurs across multiple legislative frameworks and agencies, and responsibility for investigation and enforcement is shared. Council's role will depend on the applicable legislative framework and the nature of the complaint.

Most noise complaints are effectively managed during standard business hours through investigation, education, and compliance processes. However, a small portion of complaints involve recurring or time-sensitive after-hours noise, where:

- the noise is intermittent or difficult to substantiate retrospectively;
- evidence may be insufficient without direct observation;
- escalation may require real time assessment.

These types of complaints may benefit from Council attendance outside normal business hours to assist in investigation, enforcement and/or resolution.

4. SCOPE

This Policy applies to Council's assessment, investigation and management of noise complaints that occur outside normal business hours where Council is responsible for administering, enforcing or exercising powers under relevant legislation.

The Policy sets out criteria to be considered by Council officers when determining whether after-hours attendance is appropriate and applies to complaints relating to:

- residential premises;
- commercial premises;
- residential construction and demolition activities;
- animal-related noise;
- alleged breaches of planning permits, Local Laws or public health requirements where noise is a contributing factor; and
- other noise complaints where Council has a statutory role or responsibility.

This Policy applies to Council's Authorised Officers and other Council officers involved in the assessment, coordination and delivery of after-hours complaint responses.

This Policy does not apply to matters that are the responsibility of another authority, including emergency incidents, criminal behaviour, traffic noise, or other matters for which Victoria Police, the Environment Protection Authority Victoria, or another government agency has primary jurisdiction. In such cases, Council may refer the complainant to the appropriate authority or work collaboratively with that authority where appropriate.

5. POLICY STATEMENT

Council is committed to protecting the amenity, health and wellbeing of the community through the fair, consistent and lawful management of noise complaints.

Council recognises that some noise complaints occur outside normal business hours and may require direct observation to be appropriately investigated, assessed and resolved.

Accordingly, Council provides a limited after-hours attendance service to support the investigation of complaints where attendance is considered necessary and appropriate.

The provision of after-hours attendance is discretionary and subject to assessment against the criteria set out in this Policy, available resources, operational requirements, legislative responsibilities and officer safety considerations.

In administering this Policy, Council will:

- assess complaints on their individual circumstances and merits;
- prioritise complaints where after-hours attendance may assist in verifying, investigating or resolving the matter;
- use a proportionate, evidence-based and risk-based approach to compliance and enforcement;
- seek to resolve complaints through education, engagement and voluntary

compliance where appropriate;
- exercise statutory powers fairly, consistently and in accordance with applicable legislation;
- collaborate with relevant agencies where required to achieve effective and safe outcomes; and
- balance the efficient use of Council resources with community expectations and service needs.

Council does not guarantee attendance in response to every after-hours noise complaint and retains discretion to determine the most appropriate response to each complaint based on the circumstances of the matter.

6. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Council	Glen Eira City Council
After-hours	the period outside Council's normal business operating hours
Authorised Officer	a person appointed by Council to be an Authorised Officer under section 224 of the *Local Government Act 1989*
Private land	means any land which is not Council Land

7. POLICY

7.1 Limited Service

Council provides a limited service to support investigation and resolution of after-hours complaints.

This service is not available for all complaints and will only be provided in circumstances where attendance is considered appropriate, having regard to the nature of the complaint, available resources, officer safety and the assessment criteria set out in this Policy.

7.2 Assessment criteria for after-hours attendance

Council will generally investigate ongoing after-hours noise complaints as part of a planned inspection or call-out arrangement where there is a reoccurrence of the issue and prior interaction with the person responsible for the noise has not resolved the issue.

The following criteria will be used to determine after-hours attendance:

- history of prior complaints or ongoing pattern of noise;
- ability to observe or verify the noise in real time;
- availability of Authorised Officers and operational resources;

- the noise reported involves an animal and the noise occurs outside the hours from 7am to 8pm Monday to Friday and 9am to 8pm Saturdays, Sundays and Public Holidays, and the complainant has indicated that the noise emitted interferes with their peace, comfort or convenience;
- it is necessary for the Authorised Officer to properly assess and substantiate an alleged breach, as supporting evidence alone is insufficient to support enforcement;
- the Authorised Officer needs to investigate the noise after-hours to complete the investigation and determine the complaint outcome.

Council may attend outside these criteria where warranted by the circumstances of the complaint.

7.3 Collaboration with other agencies

Where Council is not the appropriate authority or is unable to resolve, safely investigate or take enforcement action in relation to a complaint, Council may refer matters to, or work with, relevant agencies, including but not limited to, Victoria Police.

Council may do so where this may assist in the effective, safe or lawful management of the complaint, including where:

- another agency has primary jurisdiction or additional powers to deal with the complaint more effectively;
- two Council officers are unable to attend the after-hours complaint;
- there are identified or potential risk to officer safety;
- assistance is required to facilitate or support enforcement action, for example, to hand-deliver notices, including infringement notices, after-hours;
- assistance from a relevant agency is required to safely or effectively carry out the investigation or enforcement action;
- the relevant agency has advised Council to not attend without their presence;
- Council has been unsuccessful and relevant agency intervention is appropriate to resolve the complaint (for example, if access to a dwelling is required).

8. LEGISLATIVE COMPLIANCE

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

In line with the Gender Equality Act 2020 (Vic), a Gender Impact Assessment is not required for this policy.

9. ASSOCIATED COUNCIL DOCUMENTS

- Glen Eira *Community Local Law 2019*

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10. EXTERNAL REFERENCES/RESOURCES

- *Domestic Animals Act 1994*
- *Environment Protection Act 2017*
- *Environment Protection Regulations 2021*
- *Local Government Act 1989*
- *Local Government Act 2020Public Health and Wellbeing Act 2008*
- *Planning and Environment Act 1987*
- Victorian Ombudsman *Councils and complaints – A Good Practice Guide 2nd Edition, 2021*

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Attachment 2

GLEN EIRA CITY COUNCIL

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

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Method of Issuing Parking Infringement Notices Policy

Date first adopted:	9 February 2004
Dates amended:	May 2022
Next review date:	May 2026
Position title of responsible business unit Manager:	Manager Community Safety and Compliance
Approved by:	Council
Internal external or both:	Both

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1. TITLE

Method of Issuing Parking Infringement Notices Policy.

2. OBJECTIVES

The objectives of this Policy are to:

- Specify when a parking infringement notice will either be attached to the vehicle, handed to the driver or mailed to the owner of the vehicle in accordance with the Victorian *Infringements Act 2006* (the Act).

3. BACKGROUND

In accordance with the Act Council may issue parking infringement notices to illegally parked vehicles by:

- attaching the notice to the vehicle
- sending the notice via regular post to the registered owner of the vehicle
- handing the notice directly to the driver

Where possible, Council will attach a parking infringement notice to a vehicle as this provides immediate education that a parking offence has occurred.

This Policy is designed to further clarify situations where Council will send parking infringement notices via regular post to the registered owner of the vehicle. The basis of the Policy is primarily safety related in respect to both officers and the community.

Council has an Information Protection Agreement (IPA) with VicRoads (the Department of Transport) and utilises the VicRoads database when obtaining registered owner details of a vehicle to send a parking infringement notice.

4. SCOPE

An Instrument of Appointment and Authorisation issued under section 224 of the *Local Government Act 1989* and appoints an Officer to be an Authorised Officer duly authorised to serve or cause to be served parking infringement notices pursuant to section 87(1A) and section 87(1B)(c) of the *Road Safety Act 1986*.

This Policy applies to the patrolling of green traffic signs and associated enforcement action.

5. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Authorised Officer	means a person appointed as an authorised officer under the section 224 of the *Local Government Act 198*9
Council	means Glen Eira City Council.
municipality	means the district under the local government of Council.
Policy	means the issuing of parking infringement notices

6. POLICY

Parking infringement notices will be mailed to the registered owner of a vehicle in the following circumstances:

- at locations immediate to schools (in this instance no photographs will be taken of the parking offence to ensure safety of school children and the Officer). The officer's evidence is reliant on notes and observations taken at the time of the offence.
- For "red sign" statutory offences such as 'No Stopping'
- An offence is observed at a location whereby there is a reasonable likelihood that an officer will be abused or threatened if the infringement is issued by attaching it to a vehicle or handing it to a driver. The issuing officer at the time will use their discretion based on previous experience at the location where anti-social or aggressive behaviour has been apparent which compromises the officer's safety.
- The officer has commenced issuing an parking infringement notice and the driver has returned and driven off not giving the officer an opportunity to attach the notice to the vehicle or to hand the driver the notice.

7. ENFORCEMENT

Enforcement of this Policy will be undertaken in accordance Council's enforcement procedure and the *Infringements Act 2006.*

Other enforcement options available to Authorised Officers are as follows:

- issuing a Verbal Direction;
- an Official Warning; or
- charges with the Magistrates' Court

8. HUMAN RIGHTS CHARTER COMPATIBILITY

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

9. ASSOCIATED INTERNAL DOCUMENTS

- Glen Eira *Council Community Safety Plan 2018-2022*

10. EXTERNAL REFERENCES/RESOURCES

- *Local Government Act 2020*
- *Road Safety Act 1986*
- *Road Safety Road Rules 2017 (Vic)*
- Information Protection Agreement – VicRoads (Department of Transport)
- Regulation 5 of the *Road Safety (Traffic Management) Regulations 2019*

10.10 COUNCILLOR CHILD SAFEGUARDING POLICY

Author: *Corrie Considine, Child Safe Advisor*

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

Trim No: *26/1217167*

Attachments: *1. Draft Councillor Child Safeguarding Policy - with tracked changes ⇩*
2. Draft updated Councillor Child Safeguarding Policy ⇩

EXECUTIVE SUMMARY

This report proposes updates to the Councillor Child Safeguarding Policy which strengthen Council's commitment to and responsibilities for safeguarding children and young people. Although many statutory child safeguarding obligations apply to employees, volunteers and contractors rather than elected councillors, Council has maintained a dedicated policy since 2019.

The scheduled review and proposed updates in relation to Working with Children Checks, child safeguarding training, conduct requirements, and the management of allegations or investigations respond to evolving regulatory expectations, including the Model Councillor Code of Conduct and broader sector reforms. The updates also reflect contemporary child safeguarding expectations as well as strengthening alignment with organisational requirements. Endorsement will support continuous improvement, a consistent child safeguarding culture and reduced risk to children, young people and Council's reputation.

RECOMMENDATION

That Council adopts the updated Councillor Child Safeguarding Policy as set out in Attachment 2.

BACKGROUND

Over the last 10 years, a significant body of legislation has been introduced to safeguard children and young people. The legislation places obligations on organisations, as well as the individuals that are employed or engaged by the organisation including volunteers and contractors.

The complexity of the regulatory landscape continues to increase and evolve with a range of recommendations handed down in the 2025 Rapid Child Safety Review in response to allegations of child sexual abuse in early childhood, education and care settings which are still being implemented.

Many legislative child safeguarding obligations that promote the safety and wellbeing of children and young people in organisations apply only to employees or others engaged by the organisation, not specifically to councillors. For example:

- ***Working with Children Checks*** – individuals in certain occupational fields are required to maintain a Working with Children Check. In addition to legislative requirements, organisations are also able to define the roles in their organisation that are required to maintain a Working with Children Check. Under the *Worker Screening Act 2020* Councillors are not legislatively required to hold a Working with Children Check.

- ***Reportable Conduct Scheme*** – Council is subject to the Scheme based on the services we provide to our community (not all local government organisations are

required to comply with the Scheme). The Chief Executive Officer is required to report and investigate certain allegations of child abuse and child-related misconduct, this includes both criminal and non-criminal allegations. Investigations conducted by the organisation are overseen by the Social Services Regulator. The Scheme applies to all staff, volunteers and many contractors, whether they work directly with children and young people or not. Conduct outside the workplace and historical allegations are also in scope. Councillors are not subject to the Scheme as they are not employed or engaged by the organisation.

Given Council's strong commitment to safeguarding children and young people, in 2019 Council amended its Councillor Code of Conduct to include a child safeguarding clause and adopted the current Councillor Child Safe Policy.

ISSUES AND DISCUSSION

The current Councillor Child Safe Policy (current Policy) is due for its scheduled review to ensure it reflects the evolving child safeguarding regulatory environment, including updated expectations under the Model Councillor Code of Conduct and broader sector reforms. The review also responds to an internal audit of compliance with the Child Safe Standards which included an action to 'ensure the Councillor Child Safe Policy was reviewed and updated in a timely manner'.

While the current Policy demonstrates Council's leadership and commitment to minimising risks of child abuse and harm by a Councillor, there is an opportunity to make requirements for councillors more explicit and ensure greater consistency with the policy settings that apply to individuals employed or engaged by the organisation.

The following is a summary of proposed changes to the updated Policy. These are reflected in *Attachment 1* which provides a tracked changes version of the proposed revisions to the current Policy:

Section	**Proposed revisions**
1. Title	Updated for consistency with the organisational Child Safeguarding Policy.
2. Objective	Updated to strengthen and affirm Council's commitment to safeguarding children and young people
4.1 Behavioral expectations for Councillors when engaging with children and young people in our community	Updated to provide greater guidance for councillors and increase consistency with the expectations for those employed/engaged by the organisation.
4.2 Working with Children Checks (WWCC)	Revised to strengthen the requirement that councillors must maintain a WWCC and the action that should be taken if a Councillor is not able to obtain or maintain a WWCC.
4.3 Training and Education	revised to strengthen the requirement for councillors to undertake child safeguarding training
4.4 Reporting Allegations, Concerns and Complaints	updated to provide greater clarity and guidance for councillors on what they are required to report and who they should report to. Revised in line with the *Local Government Act 2020* to include reporting to

	the Councillor Conduct Officer. The categories of child abuse have been removed – the policy definitions include a definition for child abuse.
4.5 Councillor Allegations, Investigations and Fair Procedures	revised to provide greater clarity for staff reporting allegations of child abuse against a councillor and/or breaches of the Model Councillor Code of Conduct (as it pertains to child safety and wellbeing) and Councillor Child Safeguarding Policy. Revised in line with the *Local Government Act 2020* to include reporting to the Councillor Conduct Officer. Strengthened requirements for a Councillor subject to allegations of child abuse and an associated investigation.
4.6 Privacy	simplification of the privacy clauses.
6.Definitions	definitions for the different categories of child abuse been updated to those provided by the Commission for Children and Young People.

As part of the review, the current Policy has also been converted to Council's new policy template and has also been reviewed for general clarity. A clean version of the updated draft Policy is provided in Attachment 2.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no climate emergency response strategy implications associated with this report

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The updated Policy will be implemented within existing resources and does not introduce additional financial impacts or create any additional resource or asset management risks.

The Councillor Child Safeguarding Policy is a current control for operational risks in risk registers across a range of operational areas. The review of the Policy contributes to ongoing monitoring and effectiveness of existing controls to mitigate identified risks to children, young people and the organisation, including its reputation.

POLICY AND LEGISLATIVE IMPLICATIONS

The Model Councillor Code of Conduct introduced in 2024, requires Victorian councillors to ensure their behaviours and interactions with children and young people are in line with Council's policies and procedures as a child safe organisation and obligations under the *Child Safety and Wellbeing Act 2005* to the extent that they apply to councillors.

The proposed changes to the Councillor Child Safeguarding Policy supports the organisation's obligation to promote the safety and wellbeing of children and young people who engage with our organisation.

COMMUNICATION AND ENGAGEMENT

Following adoption, the updated policy with be published on Council's website in accordance with the Public Transparency Policy.

LINK TO COUNCIL PLAN

Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing
Our community feels safer

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

Council's commitment to preventing child abuse and harm in our organisation is reflected through the updated Councillor Child Safeguarding Policy. These updates are designed to strengthen the Policy and continue to demonstrate Council's commitment to continuous improvement and the safety and wellbeing of children and young people in our community.

Attachment 1

PROTECTED

Councillor Child Safe Policy

Date first adopted:	26 November 2019
Position title of responsible business unit Manager:	~~Manager Family, Youth & Children's Services & Executive Manager People & Culture~~Chief
Approved by:	Council
Internal external or both:	External - Councillors

Attachment 1

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Attachment 1

PROTECTED

1. TITLE

Councillor Child Safeguarding Policy

2. OBJECTIVE

To outline Council's commitment to a culture that prioritises the safety and wellbeing of all children and young people, and child safeguarding practices that prevent children and young people from abuse and harm.
~~The objective of this policy is to outline expectations for Councillors when interacting with children and young people and to outline their responsibilities in identifying, responding to and reporting child abuse.~~

3. SCOPE

This Policy applies to all Glen Eira City Council Councillors.

4. POLICY

4.1 Councillors

Whilst undertaking the Councillor role, ~~A~~all Councillors are responsible for supporting the safety, participation, wellbeing and empowerment of children and young people. Leadership responsibilities and behavioural expectations for Councillors when engaging with children and young people in our community are to:

- ~~Be aware of and understand their obligations under the relevant legislation, the Councillor Code of Conduct and the Councillor Child Safe Policy.~~
- Treat all children and young people with respect, regardless of race, colour, sex, gender identity, sexual orientation, language, ~~religion,~~ political or other opinion, nationality, ~~ethnic or social origin, culture,~~cultural background, financial status disability or ~~other status~~characteristics
- ~~Participate in training/education in relation to identifying, preventing and reporting child abuse~~
- ~~Report all child abuse, concerns and reasonable beliefs, whether the child abuse has or is suspected to have taken place in the home, community or a Council service. Reports should be made to the Chief Executive Officer and where required to the relevant authority eg. Police and/or DHHS Child Protection~~
- Listen, take seriously and respect the ideas, opinions and concerns of children and young people. ~~to children and young people with respect and respond appropriately in the context of their age and development, particularly if they are disclosing child abuse or are concerned with their own safety or that of another~~
-

- Respect the privacy of children and young people and their families/carers.
- Report any conflicts of interest (such as an outside relationship with a child or young person and/or their family/carers) that may impact on the role of a Councillor.
-
- ~~When undertaking duties as a Councillor, o~~Observe professional boundaries with children and young people at all times

In the conduct of their duties, Councillors ~~should~~ must not~~, in the conduct of their duties~~:

- Condone or participate in illegal, unsafe, abusive, or harmful behaviour against, with or in the presence of a child or young person. This includes physical violence, sexual abuse, sexual misconduct, emotional or psychological harm and neglect, in both physical and online environments.
- Discuss intimate, sexualised or violent topics with or in the presence of children or young people.
- Engage with children and young people while under the influence of alcohol or prohibited drugs or offer children or young people alcohol, and/or drugs, cigarettes, vaporisers or any other substances that may be harmful.
- Initiate unnecessary physical contact with children or young people or touch a child or young person in a way that falls outside what is reasonable for undertaking a duties of a Councillor.
- Develop a 'special' relationship with a child or young person or show favourtism or a preference that may be deemed as 'grooming' behaviour, e.g. offering gifts or providing special treatment.
- Engage in any form of contact or interaction, whether in person, online, or through other means, with children, young people or their families/carers, in connection with any Council activity, including programs, events and services, where such contact or interaction is not directly related to the official duties and responsibilities of a Councillor.
- Take, use or publish photographs or videos of children and young people at any Council related activity, including programs, events and services, without appropriate consent.
- Post images or information about children and young people at any Council related activity, including programs, events and services, on personal (not related to the Councillor role) social media, social networking applications, gamin accounts or online platforms etc.
- Access Council records or disclose personal or sensitive information of children or young people and their family/carers for purposes unrelated to the Councillor role and/or without consent from the child or young person and their family/carer unless required under legislation.
- ~~Disregard any concerns, suspicions or disclosures of child abuse~~
- ~~Engage in inappropriate or open discussions of a mature or adult nature in the presence of children or young people~~
- ~~Initiate unnecessary physical contact with children or young people or do things of a personal nature that children can do for themselves~~
- ~~Have contact with a child, young person or family unless reasonable for the purpose of conducting Council business. Contact includes verbal, written, electronic as well as face-to-face~~
- ~~Develop 'special relationships' with specific children or young people or show favouritism~~

4.2 Working with Children Checks

4.2.1 Councillors ~~are expected to~~must maintain a current Working with Children Check ~~(at a minimum a Volunteer Working with Children Check)~~ throughout their term as a Councillor.

4.2.2 Councillors will provide the Chief Executive Officer with a copy of their Working with Children Check which will be securely stored.

~~4.2.3~~ Councillors will ensure that Glen Eira City Council is included in the organisations listed on their Working Children Check and that Working with Children Victoria is notified of changes to personal details within 21 days. ~~as per the Working with Children Act 2005.~~

~~4.2.4~~4.2.3 If a Councillor is unable to obtain a Working with Children Check or they receive an exclusion or interim exclusion from working with children ~~their Working with Children Check is suspended/cancelled~~ during their Councillor term, they ~~may elect~~must ~~to~~ restrict their ~~duties~~ Councillor ~~to~~ activities ~~that~~ to ensure they do not have unsupervised interactions (direct or indirect) with children ~~or~~ and young people.

4.3 Training and Education

4.3.1 Councillors ~~will undertake~~must participate in child safeguarding training every two years. ~~to ensure they are informed of:~~

~~4.3.1~~
~~4.3.2 Council's commitment to child safety~~
~~4.3.3~~
~~4.3.4 Councillor child safety obligations~~
~~4.3.5~~
~~4.3.6 How to identify, assess and minimise risks of child abuse~~
~~4.3.7~~
~~4.3.8 How to raise or report concerns or allegations of child abuse~~

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4.4 Reporting Allegations, Concerns and Complaints

4.4.1 Councillors must report breaches of the Model Councillor Code of Conduct (as it pertains to child safety and wellbeing) and any Council child safeguarding policies and procedures relevant to Councillors to the Chief Executive Officer or Councillor Conduct Officer

4.4.2 Councillors must report a reasonable belief that child abuse or harm has occurred, is occurring or is at risk of occurring in a Council service or facility and/or they receive a disclosure of child abuse or harm to Victoria Policy and the Chief Executive Officer. Concerns, allegations or complaints of child abuse and harm regarding the Chief Executive Officer should be reported to Victoria Police and the Mayor. Refer to 4.4.1 for allegations, concerns and complaints regarding a Councillor

~~4.4.1 Councillors will report any incidents, disclosures or suspicions of child abuse that have occurred or are at risk of occurring in the home, community or a Council service to the Chief Executive Officer and where required to the appropriate authority e.g. the Department of Health and Human Services Child Protection and Victoria Police, depending on who is involved, the nature and urgency of the matter~~

~~4.4.2~~4.4.3 If a Councillor witnesses a child safety and wellbeing incident, in the conduct of their Councillor duties or believes a child or young person is in immediate danger, they should:

- Call 000 for urgent Police or medical assistance to respond to immediate safety or health concerns; and
- Immediately notify the Chief Executive Officer

~~4.4.3 In the course of performing the duties of a Councillor, Councillors will report the following types of child abuse:~~

- ~~**Sexual abuse**~~
- ~~**Sexual misconduct** – against or in the presence of a child/young person~~
- ~~**Grooming** – predatory conduct to prepare a child/young person for sexual activity~~
- ~~**Physical Violence** – against, with or in the presence of a child/young person~~
- ~~**Psychological/emotional harm**~~
- ~~**Neglect** – not meeting obligations to keep a child safe and well~~
- ~~**Family Violence** – against, with or in the presence of a child/young person~~

4.5 Councillor Allegations, Investigations and Fair Procedures

~~4.5.1~~ In the event that ~~the Chief Executive Officer~~a Council staff member is notified of child abuse allegations in relation to a Councillor, or a breach of the Councillor Child Safeguarding Policy or Model Councillor Code of Conduct (as it pertains to child safety and wellbeing), the staff member will notify either their manager, supervisor, the Councillor Conduct Officer or the Chief Executive Officer. ~~will ensure where necessary and in accordance with relevant legislation that the appropriate authorities are notified.~~

4.5.1

4.5.2 The manager or supervisor should report the allegation referred to in 4.5.1 to the Councillor Conduct Officer and Chief Executive Officer.

4.5.3 The Councillor Conduct Officer or Chief Executive Officer will notify relevant authorities in line with legislative obligations in relation to reports made under 4.5.1 or 4.5.2 of this Policy.
~~Where allegations relate to the conduct of a Councillor in their official capacity, the Chief Executive Officer will refer the matter to the Councillor Conduct Reference Group. The Councillor Conduct Reference Group may appoint a suitably qualified independent investigator to conduct an investigation. The impartial investigation will apply the principles of natural justice and procedural fairness.~~

~~4.5.2~~4.5.4 It is expected that Councillors will cooperate with any investigation process and will be provided with the opportunity to respond to the allegations. A Councillor who is the subject of an investigation ~~may~~should, on a 'without admission basis', voluntarily take a leave of absence during the course of the investigation.

At the conclusion of the investigation, a confidential investigation report will be provided to the Councillor Conduct Officer ~~Reference Group~~ for consideration ~~of~~ and the appropriate action ~~which may include but is not limited to the following:~~to recommend.

- ~~Recommend that the Councillor/s undertake appropriate training and/or make an apology in a particular form or manner to an individual or group~~
- ~~Refer the findings to any appropriate authority where required~~

~~4.5.3 All allegations and investigations of child abuse and safety concerns will be recorded by Council and securely stored.~~

~~4.5.4~~ Council is committed to the protection of all individuals who report suspected child abuse in good faith. Detrimental action must not be taken against any individual who reports an allegation of child abuse in good faith., ~~unless it has been deemed as victimisation.~~

4.5.5

~~**4.6 Risk and Empowering Children and Young People**~~

~~4.6.1 When making decisions that impact children and young people; Councillors will consider the rights of children and young people as well as risks to their safety and wellbeing.~~

~~**4.7 Support**~~

~~4.7.1 Support will be made available through the appropriate agencies for those affected by an allegation of child abuse.~~

~~4.8~~4.6 **Privacy**

~~4.8.1~~ The collection and storage of any information in relation to this Policy will be in line with Council's Privacy and Health Records Policy. ~~Where Councillors or Council are required to make a report, the law requires personal information to be included in the report provided to the relevant agencies eg. DHHS Child Protection, Commission for Children and Young People or the Police.~~

~~4.8.2~~4.6.1

~~4.8.3~~4.6.2 ~~All records will be retained in accordance with Council's record keeping requirements under the Public Records Act 1973 and privacy requirements under the Privacy & Data Protection Act 2014 and Council's Privacy Policy.~~Council may disclose information collected in relation to this Policy to relevant authorities where permitted or required by law.

5. LEGISLATIVE ~~HUMAN RIGHTS CHARTER~~ COMPATIBILITY

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

6. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Adult	Any person 18 years of age and above
Child/Young Person	Any person aged below 18 years of age
Child Abuse	Types of child abuse can include: • Physical ~~abuse~~ violence – can occur when a person intentionally or recklessly uses physical force against, with or in the presence of a child without their consent, which causes or could cause child harm.~~occurs when a child suffers or is likely to suffer significant harm from an injury inflicted either intentionally or through the inadvertent consequence of physical punishment or physically aggressive treatment of a child~~ • Physical violence can also occur when someone intentionally or recklessly causes a child to believe that physical force is about to be used against them without their consent. Physical violence can include hitting, punching, kicking, pushing or throwing something that strikes a child. It also includes words or gestures that cause a child to believe that they are about to suffer physical violence. • Sexual abuse – when a person uses power or authority over a child to involve them in sexual activity. It includes a broad range of behaviours involving a sexual element that are committed against, with or in the presence of a child.~~occurs when an adult involves a child in sexual activity, or deliberately puts a child in the presence of sexual behaviours that are exploitive or inappropriate to age and development. Child sexual abuse can involve a range of sexual activity including fondling, masturbation, penetration, voyeurism and exhibitionism. It can also include exposure to or exploitation through pornography or prostitution.~~ • • Child sexual abuse does not always involve force. In some circumstances, a child may be manipulated into believing that they have brought the abuse on themselves, or that the abuse is an expression of love. Sexual offences may involve contact, like touching or penetration. They also includes acts that do not involve physical contact like 'flashing', possessing child abuse material or grooming. ~~Reporting child sexual abuse is a community-wide responsibility. Every adult in Victoria who has a reasonable belief that an adult has committed a sexual offence against~~

~~a child (under age 16) has an obligation to report the information to the police – this applies whether the child is in their organisation or not. Failure to disclose a reasonable belief may result in criminal penalty~~

- Sexual misconduct – includes a variety of sexualised behaviours against, with or in the presence of a child. These behaviours may not meet the threshold for a sexual offence but can still pose a significant risk to children. Behaviours can include inappropriate conversations of a sexual nature, comments that express a desire to act in a sexual manner, or in some cases, behaviour that crosses a professional boundary, such as having or seeking to establish an inappropriate or overly personal or intimate relationship with a child.~~misconduct of a sexual nature performed against, with or in the presence of a child. It may not be criminal in nature but is a departure from professional standard, policies or reasonable expectations – eg. Overly personal or intimate conduct for potential or actual sexual arousal or gratification~~

- ~~Serious emotional or psychological abuse~~Emotional or psychological harm – can occur as a result of experiencing another form of child abuse or in circumstances that involve persistent verbal abuse, coercive or manipulative behaviour, hostility towards a child, humiliation, belittling or scapegoating, conveying to a child that they are worthless, unloved, inadequate, or rejected or causing a child to frequently feel frightened.~~occurs when harm is inflicted on a child through repeated rejection, isolation or by threats of violence. It can include derogatory name-calling and put-downs, or persistent and deliberate coldness from a person.~~

- ~~Serious neglect~~Neglect – a failure to meet the basic needs of a child (such as their wellbeing and safety). Neglect can arise as a result of a single event or a combination of different events. Neglectful behaviours can include:
  - Supervisory neglect - failure to appropriately exercise adequate supervision or control
  - Physical neglect - failure to meet physical needs eg. appropriate food, clothing, shelter or hygiene
  - Educational neglect - failure to ensure formal educational needs are met
  - Emotional neglect - failure to provide adequate nurturing, encouragement and support~~is continued failure to provide a child with the basic necessities of life, such as food, clothing, shelter, hygiene, medical attention or adequate supervision, to the extent that the child's health, safety and/or development is, or likely to be, jeopardised~~

Attachment 1

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Commission for Children and Young People

	~~• Family violence – is any violent or threatening behaviour including physical, verbal, emotional, psychological, sexual, financial or social abuse that occurs in any current or previous family, domestic or intimate relationship. A child witnessing this behaviour is considered child abuse~~ ~~• Grooming – targets communication including online communication with a child under the age of 16 or their parents with the intent of committing child sexual abuse. Grooming does not necessarily involve sexual activity or discussion. It is the establishment of a relationship with the child, parent or carer for the purpose of facilitating sexual activity at a later time. Conduct determined to be grooming may result in criminal penalty~~ ~~• Racial, cultural and religious abuse – is behaviour that demonstrates contempt, ridicule, hatred or negativity towards a child because of their race, culture or religion. It may be direct or indirect by demonstrating a lack of cultural respect and awareness or failing to provide positive images about another culture~~
Council	Glen Eira City Council, whether constituted before or after the commencement of this Policy
	~~**Indicators of Abuse**~~**Councillor Conduct Officer** ~~Physical Abuse~~ ~~Physical Signs - unexplained bruises, cuts, burns, broken~~ ~~or fractured bones~~ ~~Behavioural Signs - showing wariness or distrust of adults, wearing long-sleeved clothes on hot days (to hide injury), fear of specific people, change in academic performance~~ ~~Sexual Abuse~~ ~~Physical Signs - presence of sexually transmitted diseases,~~ ~~pregnancy, vaginal or anal bleeding or discharge, excessive or sudden increase in bed wetting or soiling~~ ~~Behavioural Signs - displaying sexual behaviour or knowledge that is unusual for the child's age, difficulty sleeping, nightmares, being withdrawn, clinginess, complaining of headaches or stomach pains, fear of specific people, showing wariness or distrust of adults, displaying aggressive behaviour~~ ~~Emotional Abuse~~ ~~Physical Signs - delays in emotional, mental or even~~ ~~physical development~~ ~~Behavioural Signs - low self-esteem, high anxiety, aggressive or demanding behaviour, being withdrawn, passive or tearful, self harming~~ The Councillor Conduct Officer is appointed by the Chief Executive Officer under section 150 of the Local Government Act 2020. The Councillor Conduct Officer provides administrative and operational support associated with Council's internal resolution procedure and councillor conduct framework processes to councillors, arbiters, councillor conduct panels and the Principal Councillor Conduct Registrar.

~~Neglect~~

- ~~Physical Signs - frequent hunger, malnutrition, poor hygiene, inappropriate clothing~~
- ~~Behavioural Signs - stealing food, staying at school outside of school hours, aggressive behaviour, misusing alcohol or drugs, academic issues~~

~~Family Violence~~

- ~~Physical Signs - speech disorders, delays in physical development, bruises, cuts, welts, internal injuries~~
- ~~Behavioural Signs - aggressive language and behaviour, nervous and withdrawn, adjustment problems, passive and compliant behaviour, low tolerance and frustration, wariness or distrust of adults, demonstrated fear of parents/carers or of going home, anxiety and/or depression~~

~~**Suspicion of Abuse/**~~**Reasonable Belief**	A reasonable belief is a belief based on facts that would lead a reasonable person to believe the alleged conduct may have occurred. A reasonable belief is more than a suspicion – there must be some objective basis for the belief. However, it does not require certainty. For example a person is likely to have a reasonable belief if they: • observed the conduct themselves • heard from a child that the conduct occurred • received information from another source (including another person who witnessed the conduct or misconduct) *Commission for Children and Young People*

~~A reasonable belief is not the same as having proof. The test for~~

~~whether a belief is reasonable is whether a reasonable person in the same position would have formed the belief on the same grounds. This may include but is not limited by:~~

~~A child or young person stating they have been sexually abused~~

~~A child or young person stating they know someone who has been abused~~

~~Someone who knows a child or young person stating that the child or young person has been sexually abused~~

~~Professional observations of a child or young person's behaviour or development leading a professional to form a belief that the child or young person has been sexually abused~~

~~Signs of sexual abuse leading to a belief that the child or young person has been sexually abused~~

7. ASSOCIATED INTERNAL DOCUMENTS

~~Glen Eira City Council Councillor Code of Conduct~~

Model Councillor Code of Conduct

Privacy and Health Records Policy

8. EXTERNAL REFERENCES/RESOURCES

~~Children, Youth and Families Act 2005~~

Charter of Human Rights and Responsibilities Act 2006

Child Wellbeing and Safety Act 2005

Crimes Amendment (Protection of Children) Act 2014

Local Government Act 2020

Worker Screening Act 2020

~~Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015 (VIC)~~

~~Commission for Children and Young People, A Guide for Creating a Child Safe Organisation (VIC)~~
~~Commission for Children and Young People, Guidance for Organisations: Investigating a Reportable Conduct Allegation~~

~~Working with Child Children Act 2005 (VIC)~~
~~Working with Children Amendment Bill 2016 (VIC)~~

~~Education and Care Services National Regulations 2011, Australian Government~~

~~National Quality Standard for Early Childhood Education and Care and School Age Care, Australian Government~~

~~Education and Care Services National Law Act 2010, Australian Government~~

Attachment 2

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 COUNCILLOR CHILD SAFEGUARDING POLICY

Date first adopted: 26 November 2019

Date last amended: Click or tap here to enter text.

Next review date:

Policy Owner: Chief People Officer

Approved by: Council

Policy Category: Category 2 Policy

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Attachment 2

OFFICIAL

1. TITLE

Councillor Child Safeguarding Policy

2. OBJECTIVES

To outline Council's commitment to a culture that prioritises the safety and wellbeing of all children and young people, and child safeguarding practices that prevent children and young people from abuse and harm.

3. SCOPE

This Policy applies to all Glen Eira City Council Councillors.

4. DEFINITIONS

Term	Meaning
Adult	Any person 18 years of age and above
Child/Young Person	Any person aged below 18 years of age
Child Abuse	Types of child abuse can include: • Physical violence – can occur when a person intentionally or recklessly uses physical force against, with or in the presence of a child without their consent, which causes or could cause child harm. Physical violence can also occur when someone intentionally or recklessly causes a child to believe that physical force is about to be used against them without their consent. Physical violence can include hitting, punching, kicking, pushing or throwing something that strikes a child. It also includes words or gestures that cause a child to believe that they are about to suffer physical violence. • Sexual abuse – when a person uses power or authority over a child to involve them in sexual activity. It includes a broad range of behaviours involving a sexual element that are committed against, with or in the presence of a child. Child sexual abuse does not always involve force. In some circumstances, a child may be manipulated into believing that they have brought the abuse on themselves, or that the abuse is an expression of love. Sexual offences may involve contact, like touching or penetration. They also includes acts that do not involve physical contact like 'flashing', possessing child abuse material or grooming. • Sexual misconduct – includes a variety of sexualised behaviours against, with or in the presence of a child. These behaviours may not meet the threshold for

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Attachment 2

OFFICIAL

Term	Meaning
	a sexual offence but can still pose a significant risk to children. Behaviours can include inappropriate conversations of a sexual nature, comments that express a desire to act in a sexual manner, or in some cases, behaviour that crosses a professional boundary, such as having or seeking to establish an inappropriate or overly personal or intimate relationship with a child. • Emotional or psychological harm – can occur as a result of experiencing another form of child abuse or in circumstances that involve persistent verbal abuse, coercive or manipulative behaviour, hostility towards a child, humiliation, belittling or scapegoating, conveying to a child that they are worthless, unloved, inadequate, or rejected or causing a child to frequently feel frightened • Neglect – a failure to meet the basic needs of a child (such as their wellbeing and safety). Neglect can arise as a result of a single event or a combination of different events. Neglectful behaviours can include: • Supervisory neglect - failure to appropriately exercise adequate supervision or control • Physical neglect - failure to meet physical needs eg. appropriate food, clothing, shelter or hygiene • Educational neglect - failure to ensure formal educational needs are met • Emotional neglect - failure to provide adequate nurturing, encouragement and support *Commission for Children and Young People*
Council	Glen Eira City Council, whether constituted before or after the commencement of this Policy
Councillor Conduct Officer	The Councillor Conduct Officer is appointed by the Chief Executive Officer under section 150 of the Local Government Act 2020. The Councillor Conduct Officer provides administrative and operational support associated with Council's internal resolution procedure and councillor conduct framework processes to councillors, arbiters, councillor conduct panels and the Principal Councillor Conduct Registrar.
Reasonable Belief	A reasonable belief is a belief based on facts that would lead a reasonable person to believe the alleged conduct may have occurred. A reasonable belief is more than a suspicion – there must be some objective basis for the belief. However, it does not require certainty. For example a person is likely to have a reasonable belief if they: • observed the conduct themselves • heard from a child that the conduct occurred • received information from another source (including another person who witnessed the conduct or misconduct) *Commission for Children and Young People*

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5. POLICY

5.1 Councillors

Whilst undertaking their Councillor role, all Councillors are responsible for supporting the safety, participation, wellbeing and empowerment of children and young people. Leadership responsibilities and behavioural expectations for Councillors when engaging with children and young people in our community are to:

- Treat all children and young people with respect, regardless of race, colour, sex, gender identity, sexual orientation, language, political or other opinion, nationality, cultural background, financial status, disability or other characteristics.
- Listen, take seriously and respect the ideas, opinions and concerns of children and young people.
- Respect the privacy of children and young people and their families/carers.
- Report any conflicts of interest (such as an outside relationship with a child or young person and/or their family/carers) that may impact on the role of a Councillor.
- Observe professional boundaries with children and young people at all times.

In the conduct of their duties, Councillors must not:

- Condone or participate in illegal, unsafe, abusive, or harmful behaviour against, with or in the presence of a child or young person. This includes physical violence, sexual abuse, sexual misconduct, emotional or psychological harm and neglect, in both physical and online environments.
- Discuss intimate, sexualised or violent topics with or in the presence of children or young people.
- Engage with children and young people while under the influence of alcohol or prohibited drugs or offer children or young people alcohol, and/or other drugs, cigarettes, vaporisers or any other substances that may be harmful.
- Initiate unnecessary physical contact with children or young people or touch a child or young person in a way that falls outside what is reasonable for undertaking the duties of a Councillor.
- Develop a 'special' relationship with a child or young person or show favourtism or a preference that may be deemed as 'grooming' behaviour, e.g. offering gifts or providing special treatment.
- Engage in any form of contact or interaction, whether in person, online, or through other means, with children, young people or their families/carers, in connection with any Council activity, including programs, events and services, where such contact or interaction is not directly related to the official duties and responsibilities of a Councillor
- Take, use or publish photographs or videos of children and young people at any Council related activity, including programs, events and services, without appropriate

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consent.

- Post images or information about children and young people at any Council related activity, including programs, events and services, on personal (not related to the Councillor role) social media, social networking applications, gaming accounts or online platforms etc.
- Access Council records or disclose personal or sensitive information of children or young people and their family/carers for purposes unrelated to the Councillor role and/or without consent from the child or young person and their family/carer unless required under legislation

5.2 Working with Children Checks

5.2.1 Councillors must maintain a current Working with Children Check throughout their term as a Councillor.

5.2.2 Councillors will provide the Chief Executive Officer with a copy of their Working with Children Check which will be securely stored.

Councillors will ensure that Glen Eira City Council is included in the organisations listed on their Working Children Check and that Working with Children Victoria is notified of changes to personal details within 21 days.

5.2.3 If a Councillor is unable to obtain a Working with Children Check or they receive an exclusion or interim exclusion from working with children during their Councillor term, they must restrict their Councillor activities to ensure they do not have unsupervised interactions (direct or indirect) with children and young people.

5.3 Training and Education

5.3.1 Councillors must participate in child safeguarding training every two years.

5.4 Reporting Allegations, Concerns and Complaints

5.4.1 Councillors must report breaches of the Model Councillor Code of Conduct (as it pertains to child safety and wellbeing) and any Council child safeguarding policies and procedures relevant to Councillors, to the Chief Executive Officer or Councillor Conduct Officer.

5.4.2 Councillors must report a reasonable belief that child abuse or harm has occurred, is occurring or is at risk of occurring in a Council service or facility and/or they receive a disclosure of child abuse or harm to Victoria Police and the Chief Executive Officer. Concerns, allegations or complaints of child abuse and harm regarding the Chief Executive Officer should be reported to Victoria Police and the Mayor. Refer to 4.4.1 for allegations, concerns and complaints regarding a Councillor.

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5.4.3 If a Councillor witnesses a child safety and wellbeing incident, in the conduct of their Councillor duties or believes a child or young person is in immediate danger, they should:

- Call 000 for urgent Police or medical assistance to respond to immediate safety or health concerns; and
- Immediately notify the Chief Executive Officer.

5.5 Councillor Allegations, Investigations and Fair Procedures

5.5.1 In the event that a Council staff member is notified of child abuse allegations in relation to a Councillor, or a breach of the Councillor Child Safeguarding Policy or Model Councillor Code of Conduct (as it pertains to child safety and wellbeing), the staff member will notify either their manager, supervisor, the Councillor Conduct Officer or the Chief Executive Officer.

5.5.2 The manager or supervisor should report the allegation referred to in 5.5.1 to the Councillor Conduct Officer and Chief Executive Officer.

5.5.3 The Councillor Conduct Officer or Chief Executive Officer will notify relevant authorities in line with legislative obligations in relation to reports made under 5.5.1 or 5.5.2 of this Policy.

5.5.4 It is expected that Councillors will cooperate with any investigation process and will be provided with the opportunity to respond to the allegations. A Councillor who is the subject of an investigation should, on a 'without admission basis', voluntarily take a leave of absence during the course of the investigation.

At the conclusion of the investigation a confidential investigation report will be provided to the Councillor Conduct Officer for consideration and the appropriate action to recommend.

5.5.5 Council is committed to the protection of all individuals who report suspected child abuse in good faith. Detrimental action must not be taken against any individual who reports an allegation of child abuse in good faith.

5.6 Privacy

5.6.1 The collection and storage of any information in relation to this Policy will be in line with Council's Privacy and Health Records Policy.

5.6.2 Council may disclose information collected in relation to this Policy to relevant authorities where permitted or required by law.

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6. LEGISLATIVE COMPLIANCE

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

In line with the Gender Equality Act 2020 (Vic), a Gender Impact Assessment is not required for this policy.

7. ASSOCIATED COUNCIL DOCUMENT

Model Councillor Code of Conduct

Privacy and Health Records Policy

8. EXTERNAL REFERENCE/RESOURCE

Charter of Human Rights and Responsibilities Act 2006

Child Wellbeing and Safety Act 2005

Crimes Amendment (Protection of Children) Act 2014

Local Government Act 2020

Worker Screening Act 2020

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Attachment 2

GLEN EIRA CITY COUNCIL

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

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Caulfield Junction, VIC 3161

Phone: (03) 9524 3333

mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

10.11 TENDER 2026.202 ROAD RESURFACING, FOOTPATH RENEWAL, DRAINAGE AND ASSOCIATED CIVIL WORKS

Author: *Salim Murtaza, Manager Works Depot*

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

Trim No: *26/1202133*

Attachments: *1. Tender 2026.202 Report on conclusion of Tender Evaluation Panel (CONFIDENTIAL)*

EXECUTIVE SUMMARY

This report seeks Council approval to appoint a contractor for Tender 2026.202 – Road Resurfacing, Footpath Renewal, Drainage and Associated Civil Works. The procurement forms part of Council's strategic approach to delivering integrated infrastructure renewal programs that support financial sustainability, operational efficiency and improved community outcomes.

By consolidating road resurfacing, footpath renewal, drainage and associated civil works into a single contract, Council will achieve greater value for money through coordinated delivery, reduced procurement and contract management costs, and improved utilisation of contractor resources. The integrated model also enables a place-based approach to infrastructure investment, allowing multiple asset renewal activities to be delivered concurrently within the same neighbourhoods. This minimises disruption to residents, improves project coordination and enhances the overall customer experience.

A competitive public tender process resulted in twelve conforming submissions. Following a comprehensive evaluation against the approved criteria, including price, capability, methodology, sustainability and safety, Tenderer 9 was identified as providing the best overall value-for-money outcome for Council and the community.

The recommended contract value is $3,970,513.02 per annum (excluding GST), which is within the approved budget and represents a favourable financial outcome for Council.

Council approval is therefore sought to appoint Tenderer 9 and authorise the Chief Executive Officer to execute the contract documentation.

RECOMMENDATION

That Council having reviewed and considered the confidential Tender Evaluation report (attachment 1 to this report):

1. appoints Tenderer 9 as the contractor under Tender number 2026.202 for an amount accordance with the Schedule of Rates submitted;
2. prepares the contract in accordance with the Conditions of Contract included in the tender;
3. authorises the CEO to execute the contract on Council's behalf;

4. notes the attachments to the report remain confidential in accordance with section 3(1)(g) and section 66(5) of the *Local Government Act 2020* or until Council resolves otherwise; and

5. authorises Council officers to disclose any confidential information in relation to this item, but only to the extent necessary to give effect to the resolution; and

6. authorises Council officers to disclose the successful tenderer name in the meeting minutes for this item.

BACKGROUND

Reason for Tender

Reflecting Council's vision for place-based improvements, the annual road resurfacing program, previously delivered through panel contractors, was expanded in 2025/26 and consolidated into a single integrated tender. The expanded program included road resurfacing, footpath and kerb and channel renewal, signage, lighting and drainage works.

This coordinated approach delivered more than infrastructure renewal it created safer, more accessible and welcoming streets. Residents expressed strong support for the broader improvements and recognised the tangible uplift in their neighbourhoods. The improvements also contributed to a greater sense of community pride, safety and connection.

Building on this success, the 2026/27 program has been further expanded to include area-based footpath renewal, minor drainage upgrades and pit lid replacements, alongside road resurfacing, kerb and channel, signage and lighting works. These works will again be delivered through a single integrated tender process, improving coordination, delivery efficiency and value for money.

This initiative represents a holistic and cost-effective approach to creating high-quality public spaces. It demonstrates how thoughtful planning, community feedback and collaborative delivery can transform local neighbourhoods, support community wellbeing and achieve financially sustainable outcomes.

Proposed Contract period

The proposed term of the contract is one year only.

TENDER PROCESS

Advertising

An invitation to submit tenders for the contract as described in the preceding section was advertised on Saturday 13 June 2026 in *The Age* newspaper Saturday edition and Council's eTendering Portal on 13 June 2026. Tenders closed on Friday 3 July 2026.

Tenders Collected/Received

Sixty four tender documents were requested.

Twelve (12) submissions were received by the closing date.

EVALUATION PROCESS

Evaluation Criteria

All conforming tenders were evaluated against the following criteria:

CRITERIA	INDICATORS
1. Cost to Council.	• Comparative Cost (GST exclusive).
2. Ability to undertake Works as specified.	• Relevant, substantiated experience in completing similar projects and the ability to perform. • Ability to complete works to the Council's specified time frame. • Proposed methodology and resource allocation. • Technical skills and work quality systems in place. • Customer service.
3. Sustainability - Economic, Environmental and Social.	• Commitment to sustainability initiatives.
4. Ability to provide a safe workplace.	• Demonstrated commitment to and ability to achieve a safe workplace.

ISSUES AND DISCUSSION

Not applicable.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

This contract supports the delivery of Council's *Our Climate Emergency Response Strategy 2025-2029* by embedding sustainability principles into the design and delivery of infrastructure renewal works.

It will contribute to Goal 1.4.1 by improving the resilience, safety and accessibility of local infrastructure, helping the community adapt to the impacts of climate change. The integrated renewal approach also supports Goal 2.2.1, ensuring Council's transport and drainage assets remain safe, reliable and resilient for both residents and staff.

The contract advances Goal 3.3.1 by incorporating lower-carbon construction practices and materials, including the use of 100% Green Asphalt, which contains recycled tyres, glass, plastics and reclaimed asphalt. These materials reduce embodied carbon and support Council's commitment to embedding climate action across its operations.

It also aligns with Goals 3.4.1 and 3.4.2 by applying circular economy principles through the use of recycled and reused materials. This includes recycled crushed rock for pavement construction and Porous Lane footpath treatments containing recycled rubber. These initiatives divert waste from landfill, reduce demand for virgin materials and increase resource recovery within Council's infrastructure programs.

Collectively, the proposed works demonstrate Council's commitment to delivering climate-resilient infrastructure while reducing emissions, supporting resource circularity and creating safer, more sustainable public spaces for the community

Project Sustainability Summary

All roads in this project will be resurfaced using 100% Green asphalt, which is a more sustainable material made from recycled tyres, glass, plastics, and reclaimed asphalt. This shift helps reduce landfill waste and lowers the carbon footprint of road construction.

Permeable pavement product (called Porous Lane) used on footpaths affected by tree roots as a flexible and permeable alternative to conventional concrete. The product contains approximately 40% recycled rubber, allows water and air to reach tree roots, accommodates some root movement and helps reduce footpath cracking and trip hazards.

Recycled crushed rock will be used as a base or sub-base beneath roads and footpaths. This reduces demand for quarried materials and supports the reuse of construction waste.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Budget

The budget for this project is $5,300,000 excluding GST (based on 2026-27 financial year).

Accepting the tender of **Tenderer 9** would result in a cost of $3,970,513.02 excluding GST. This represents a favourable variance of $1,329,486.98 per annum below the approved budget, demonstrating that the tendered pricing is within established financial parameters and provide cost efficiencies to Council.

The financial assessment confirms that sufficient budget provision exists within Council's current Financial Plan to accommodate the service. The proposed pricing structure offers a reasonable level of cost certainty, subject to the standard contractual provisions relating to indexation, variations and any agreed scope adjustments

No additional funding is required, and no financial risks have been identified at the point of tender evaluation. Any future cost pressures would be managed through standard contract management controls, including variation governance and annual budget review processes.

POLICY AND LEGISLATIVE IMPLICATIONS

This report is in accordance with the Procurement Policy and the *Local Government Act 2020.*

COMMUNICATION AND ENGAGEMENT

Not applicable.

LINK TO COUNCIL PLAN

Strategic Direction 2: Diverse, welcoming and accessible places
Our places are well connected by a variety of transport options

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The Tender Evaluation Panel has assessed all conforming submissions against the approved evaluation criteria and determined that Tenderer 9 provides the best overall value-for-money outcome for Council. The tender demonstrates the capability and capacity to deliver the integrated infrastructure renewal program, while also achieving a favourable financial outcome that is within the approved budget. Accordingly, it is recommended that Council appoint Tenderer 9 as the contractor for Tender 2026.202 and authorise the Chief Executive Officer to execute the contract documentation.

The report of the Tender Evaluation Panel is attached. This attachment concerns confidential information within the meaning of that term in the *Local Government Act 2020* (the Act) being private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;

and the meeting will be closed to the public (under s 66(2) of the Act) should such information need to be considered and discussed and all documents containing such information shall remain confidential.

10.12 EXTENSION OF CN 2021.112 PROVISION OF LANDFILL SERVICES

Author: *Sarah Stevenson, Team Leader Waste & Resource Recovery*

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

Trim No: *26/1239946*

Attachments: *1. Confidential Contract Extension Pricing - Provision of Landfill Services (CONFIDENTIAL)*

EXECUTIVE SUMMARY

Council provides general waste services to more than 59,000 properties across Glen Eira and requires access to compliant and reliable landfill facilities for the disposal of residual waste collected from kerbside red bins and public litter bins.

This report recommends Council exercise the second and final two-year extension option under Contract 2021.112 – Provision of Landfill Services, administered by the Department of Environment, Energy and Climate Action (DEECA), extending the arrangement from 1 April 2027 to 31 March 2029.

The contract forms part of a collaborative procurement arrangement used by metropolitan councils and serviced by Cleanaway Pty Ltd and Veolia Recycling and Recovery Pty Ltd under a Common Gate Fee model administered by DEECA. Performance of both providers has been satisfactory, with compliance against EPA requirements and operational service standards maintained throughout the contract term.

While Council continues to advance waste avoidance, resource recovery and circular economy initiatives, residual waste disposal remains an essential service requirement. Market assessment has confirmed that exercising the extension option represents the most cost-effective and lowest-risk approach to maintaining continuity of disposal services while allowing time to plan and procure longer-term residual waste solutions beyond March 2029.

The extension supports the delivery of Council's Climate Emergency Response Strategy 2025-2029, Circular Economy Plan and Council Plan by ensuring ongoing management of residual waste while Council continues to pursue initiatives that reduce waste generation, increase resource recovery and minimise waste sent to landfill.

Accordingly, approval is sought to exercise the second and final extension of Contract 2021.112 and authorise the Chief Executive Officer to execute the associated documentation.

RECOMMENDATION

That Council:

1. approves the second extension of Provision of Landfill Services administered by Department of Environment Energy and Climate Action (DEECA), DEECA reference No. 2020-23, Council reference No. 2021.112 for the period from 1 April 2027 to 31 March 2029 and;
2. authorises the Chief Executive Officer to execute all associated agreements, deeds, schedules and documents necessary to give effect to the extension.

BACKGROUND

Council currently disposes of municipal residual waste collected through the kerbside red-lid bin service and public litter bins through a collaborative landfill services contract originally established in 2021 by the Metropolitan Waste and Resource Recovery Group (MWRRG) and now administered by DEECA.

The objective of the procurement was to aggregate volumes to enable metropolitan councils to access cost effective landfill services for the disposal and transfer of waste that cannot be recovered or reused through other means.

Council approved the Provision of Landfill Services agreement at the 23 February 2021 Ordinary Council Meeting. The initial term of the arrangement was from 1 April 2021 to 31 March 2025, with options to extend for two further terms of two years.

The contracts were awarded to Cleanaway Pty Ltd and Suez Recycling and Recovery Pty Ltd using a common gate fee to be administered by DEECA (Council Contract 2021.112). On 19 January 2022, Suez Recycling and Recovery Pty Ltd became part of Veolia Recycling and Recovery Pty Ltd.

The first extension was exercised in 2023 and is due to expire on 31 March 2027. This report seeks Council approval of the extension and authorisation of the Chief Executive Officer (CEO) to execute the agreement.

Common Gate Fee (CGF)

Council currently disposes of residual waste collected through kerbside red bins and public place litter bins through Cleanaway's Melbourne Regional Landfill (MRL) in Ravenhall via the South East Melbourne Transfer Station (SEMTS) in Dandenong South.

In the 2021 tender responses, Cleanaway offered the most favourable pricing option for south-east Melbourne councils. However, the Common Gate Fee (CGF) arrangement was established because the combined disposal volumes generated by south-east metropolitan councils exceeded Cleanaway's then available processing capacity.

The arrangement distributes waste between Cleanaway and Veolia while providing equitable disposal pricing and contingency arrangements for participating councils. DEECA administer the monthly CGF calculation and invoicing.

The current contractors are:

- Cleanaway Pty Ltd; and
- Veolia Recycling and Recovery Pty Ltd.

ISSUES AND DISCUSSION

Council continues to prioritise waste avoidance, resource recovery and circular economy initiatives. However, residual waste disposal remains an essential Council service that ensures that waste collected from the kerbside red bin can be disposed appropriately.

Assessment of Cleanaway and Veolia’s contract performance shows the contractors have consistently met EPA licensing requirements and satisfactorily met performance standards for site availability, site access and management of turnaround times.

Market assessment indicates that continuing to access landfill services under the current agreement remains the most cost effective and reliable landfill service option available for Glen Eira.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Council's Climate Emergency Response Strategy 2025-2029 and Circular Economy Plan seek to reduce greenhouse gas emissions, minimise waste generation, increase resource recovery and support the transition to a circular economy. These strategies recognise that reducing waste to landfill remains a key environmental priority and that continued investment in waste avoidance, recycling and organics services is essential to achieving long-term community emissions reduction and circular economy outcomes.

While Council continues to pursue initiatives that reduce the volume of waste requiring disposal, a compliant and reliable residual waste disposal service remains necessary for material that cannot currently be avoided, reused, recycled or recovered. The proposed contract extension supports the continued delivery of this essential service while providing Council with certainty to implement the actions of the Climate Emergency Response Strategy and Circular Economy Plan, investigate future residual waste solutions, and further reduce reliance on landfill over time.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Pricing for the second extension period is provided in Confidential Attachment 1 to this report.

To estimate the total cost of the extension, a cost model has been prepared using the following assumptions:

- Guaranteed Common Gate Fee (CGF) arrangement.
- Waste levy of $177.19 per tonne for 26/27 financial year Waste levy | epa.vic.gov.au.
- Waste levy growth of 6 per cent per financial year over the extension period.
- CGF CPI scenarios of 4 per cent and 8 per cent.
- Current DEECA administration arrangements.

The cost of the extension will be fully recovered through the waste charge as per Council's *Waste Management Pricing Policy*. Waste charges are determined through Council's annual budget process and reflect the total cost of delivering waste, recycling, organics, public litter and disposal services across the municipality.

The provision of residual waste disposal services are an essential component of Council's waste services delivery and not having access to landfill services after March 2027 is a key risk to Council's kerbside waste service delivery.

An extension of the current landfill agreement ensures residents are provided a reliable general waste service and provides time for Council to procure and find the best long-term management of residual waste post March 2029.

POLICY AND LEGISLATIVE IMPLICATIONS

The proposed extension supports Council's ongoing compliance with Victoria's waste, resource recovery and environmental management framework, including the Environment Protection Act 2017, which establishes obligations for the lawful transport, receipt and disposal of waste and requires waste facilities to operate in accordance with Environmental Protection Authority (EPA) licensing requirements.

The extension is also consistent with the Victorian Government's Recycling Victoria: A New Economy policy and the transition toward a circular economy, which prioritises waste avoidance, reuse, recycling and resource recovery while recognising that landfill remains necessary for residual waste that cannot be recovered through current systems. The

contract provides Council with continued access to compliant residual waste disposal infrastructure while broader waste reduction and resource recovery initiatives continue to mature.

At a local level, the extension supports delivery of Council's Climate Emergency Response Strategy 2025-2029, Circular Economy Plan and Council Plan, which seek to reduce waste generation, increase resource recovery and minimise the volume of waste sent to landfill. Retaining secure landfill capacity for residual waste enables Council to continue delivering essential waste services while pursuing longer-term strategies that further reduce landfill dependence and support circular economy outcomes.

The proposed extension is consistent with the contractual provisions approved by Council in 2021 and supports Council's obligation under the Local Government Act 2020 to provide efficient, effective and sustainable services that meet the needs of the community.

COMMUNICATION AND ENGAGEMENT

The proposed extension relates to the continuation of an existing operational arrangement for the disposal of residual waste collected through Council's kerbside waste and public litter bin services. Exercising the extension option will not alter service levels, collection arrangements or the customer experience for residents and therefore does not require specific community consultation.

The recommendation has been developed in consultation with the Department of Environment, Energy and Climate Action (DEECA), participating metropolitan councils, and Council's Finance, Procurement and Sustainability teams. These discussions have considered the operational, financial, contractual and strategic implications of exercising the second and final extension option.

Council will continue to engage with the community on waste avoidance, resource recovery and circular economy initiatives through the implementation of the Climate Emergency Response Strategy 2025-2029, Circular Economy Plan and future waste service planning processes. Community engagement associated with any future changes to waste services or residual waste management arrangements beyond March 2029 will be undertaken as required

LINK TO COUNCIL PLAN

Strategic Direction 3: Environmental stewardship
Waste to landfill is reduced.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

Residual waste disposal remains an essential component of Council's waste services. Exercising the second and final extension of Contract 2021.112 will ensure continued access to reliable and compliant landfill services, maintain service continuity for the community, and provide sufficient time for Council to plan and procure long-term residual waste management arrangements beyond March 2029. Accordingly, approval of the extension is recommended

11. URGENT BUSINESS

12. ORDINARY BUSINESS

12.1 Requests for reports from a member of Council staff

12.2 Right of reply

12.3 Notice of Motion / Notice of Rescission

12.4 Councillor questions

13. CONFIDENTIAL ITEMS

RECOMMENDATION

That pursuant to Section 66(1) and 66(2)(a) of the Local Government Act 2020, the Council resolves that so much of this meeting be closed to members of the public, as is required for Council to consider the following matters that are confidential in accordance with Section 3(1) of the Act:

13.1 Employment Matter

This agenda item is confidential information for the purposes of section 3(1) of the Local Government Act 2020:

- because it is personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs (section 3(1)(f)); and
- relates to a personnel matter

14. CLOSURE OF MEETING