



GLEN EIRA CITY COUNCIL
ORDINARY COUNCIL MEETING
TUESDAY 17 MARCH 2026

AGENDA

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

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

- S8(1) Local Government Act 2020

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

Chief Executive Officer: Lucy Roffey

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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 Thursday 19 March 2026 at 6.00pm.

4. PUBLIC PARTICIPATION

5. WRITTEN PUBLIC QUESTIONS TO COUNCIL

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS

Copies of Minutes previously circulated.

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on 24 February 2026 be confirmed.

7. RECEPTION AND READING OF PETITIONS AND JOINT LETTERS

8. REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS

9. REPORTS FROM COMMITTEES AND RECORDS OF ASSEMBLY**9.1 Advisory Committees****9.1.1 ADVISORY COMMITTEE MINUTES**

Author: *Karling Colomiere, Coordinator Councillor Business*

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

Trim No: *25/1533084*

Attachments: 1. *Innovation and Financial Sustainability Advisory Committee Minutes - 16 February 2026* [↓](#)
2. *Environmental Stewardship Advisory Committee Minutes - 16 February 2026* [↓](#)

RECOMMENDATION

That the minutes of the Advisory Committee meetings as shown below be received and noted:

1. Innovation and Financial Sustainability Advisory Committee 16 February 2026
2. Environmental Stewardship Advisory Committee - 16 February 2026

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**GLEN EIRA
INNOVATION AND FINANCIAL SUSTAINABILITY
ADVISORY COMMITTEE MEETING**

MINUTES

**Monday 16 February 2026
6.00pm – 8.00pm**

***Caulfield Cup Room,
Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield***

Purpose:

The role of this committee is to provide advice and recommendations to Council and its officers to help guide the achievement of Council's strategic goal to be innovative and financial sustainable.

Attendees:

<i>Councillors:</i>	Cr Kimberley Young (Chair) Cr Sam Parasol Cr Jane Karlake	Councillor committee member Councillor committee member Councillor committee member
<i>Community Representatives:</i>	Daan Jansen Arne Buchholz Susannah Farfor Philip Seigel Gautam Khanna Malay Patel Ravi Jain Jon Aloni	Community committee member Community committee member
<i>Apologies:</i>	Sophie Nie Malka Lawrence Stephanie Zhang	Community committee member Community committee member Community committee member
<i>Council Officers:</i>	Kellie Vise John Vastianos James Athorn Lucy Roffey	Director Customer & Corporate Affairs Chief Financial Officer Executive Management Officer Chief Executive Officer

OFFICIAL: Sensitive**1. Welcome and Apologies**

Cr Kimberley Young (Chair)

Cr Kimberley Young (Chair) welcomed the committee and acknowledged Traditional Owners and Custodians. The Chair also acknowledged the attendance of fellow Councillor members, Deputy Chair, Cr Sam Parasol, and Cr Jane Karslake.

Apologies:	Sophie Nie	Community committee member
	Malka Lawrence	Community committee member
	Stephanie Zhang	Community committee member

2. Summary of Minutes from previous meeting

Cr Kimberley Young (Chair)

The Chair advised that the Minutes of the Innovation and Financial Sustainability Advisory Committee meeting held on 8 December 2025 were adopted by Council at the Ordinary Council Meeting on 3 February 2026.

3. Actions Register

Kellie Vise

Kellie Vise provided an update on the three outstanding action items from the Actions Register arising from the previous meeting.

Title/Item	Action	Update	Responsible Officer	Active/Closed
Distribute Council and Strategic Plans	Send Committee Members a link to the full Council Plan and other Strategic Plans relevant to the work of the Committee	December	Kellie Vise	Closed
Financial Health Check Update	Presentation on Financial Health check to be provided at our next Meeting	February	John Vastianos	Closed
Key Performance Indicators	Consider KPI's to track Committee progress	February	Kellie Vise	Active

4. Conflict of Interest

Cr Kimberley Young (Chair)

The Chair reminded Committee members of their obligation to disclose any conflicts of interest in relation to items listed on the Agenda, or any matter considered at the meeting, in accordance with Section 130 of the Local Government Act 2020 and Chapter 5 of the Glen Eira City Council Governance Rules.

The Chair further noted that any non-Councillor Committee member with a personal interest in a matter before the Committee is required to disclose that interest, leave the room, and refrain from participating in any discussion or decision relating to that matter.

5. Overview of Financial Sustainability

John Vastianos

John Vastianos, Council's Chief Financial Officer provided an overview of Council's current financial position, findings from an independent financial health check and peer benchmarking, and the key actions under the Financial Sustainability Strategy 2025-2029. He highlighted key challenges that have led to financial challenges including

- The impact of COVID-19

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- The rate capping system and limitations on Council's capacity to raise other revenue
- Cost shifting from other levels of government
- Growing cost pressures

Independent Financial Review

The Committee was provided with the findings of an independent financial health check benchmarking Glen Eira against inner metropolitan peer councils for 2024–25. The review identified Council had strong asset value outcomes, good performance on asset renewal, below-average outstanding rates, and a balanced approach to service delivery between Council staff and external contractors. Challenges identified in the review were low cash holdings and reserves, below-average liquidity and operating revenue, low rating levels, and low user fees (excluding Glen Eira Leisure). Glen Eira's indebtedness as a percentage of rate revenue was also noted to be above the group average.

The review highlighted that under Council's adopted Financial Plan 2025-2035, key VAGO financial sustainability risk indicators are forecast to deteriorate to unacceptable levels. Of particular concern is the liquidity ratio, which is projected to fall below the low-risk threshold of 1.0 from 2028–29 onwards and remain below that level for the remainder of the forecast period. Debt commitments were noted to increase significantly, peaking at approximately \$9.1 million in 2032–33. As of 30 June 2025, Council held total cash and investments of \$77 million, of which \$68 million was restricted (including open space reserves, aged care bonds, and employee provisions), leaving only \$9 million unrestricted.

Financial Sustainability Strategy 2025–2029

The Committee was advised that the Financial Sustainability Strategy 2025–2029 was adopted by Council in December 2025. The Strategy sets out five key goals: balancing future budgets, boosting revenue and driving efficiency, strengthening financial reserves, managing debt responsibly, and building a funding pipeline for capital works. It will inform a reset of Council's Long-Term Financial Plan in June 2026.

Work already underway includes making approximately \$5 million in operating efficiencies since 2023, transitioning out of the direct service delivery of early learning centres and in-home support, debt restructuring to maximise cash flow, revised capital budget prioritisation principles, a procurement and contracts review, and the introduction of parking management initiatives, noting that the parking management initiatives have since been placed on hold for 12 months.

Rate Cap Variation

The Committee was briefed on Council's upcoming consideration of an application for a rate cap variation for 2026–27, which would seek to increase rates by 2.25% above the standard 2.75% cap announced by the Minister to a total of 5% for one year. The Committee noted that, if endorsed by Council on 24 February 2026, the application would be submitted to the Essential Services Commission by 31 March 2026 and the outcome would be known by June 2026.

It was noted that a 5% rate cap, compared to 2.75%, would generate an additional \$3 million per year over ten years, which would enable Council to maintain liquidity above the critical 1.0 threshold, and support the continuation of essential services. The average rate increase per assessment under the proposed variation would be approximately \$37 per year for 2026–27 (\$1,714 compared to \$1,677 under the standard cap).

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The Committee discussed Council's financial management, cost pressures, the implications of a deteriorating financial position, and community perspectives on rate affordability. On the matter of the proposed decision on the rate cap variation, members expressed a general view that it was a modest increase at an average of \$37 per annum. Members highlighted the need to communicate Council's past financial challenges, the actions it was taking under the Financial Sustainability Strategy and the future benefits of the modest increase in terms of securing services and infrastructure for the community. Members also urged that Council promote the availability of hardship provisions to more vulnerable community members.

The opportunity for increasing revenue through philanthropy was discussed and members noted that while some smaller donations had been made it can be difficult for Council to attract donations, as it is not classified as a deductible gift recipient, meaning donations to Council do not attract tax deductibility for donors.

Members sought clarification on the lifecycle of a Council loan, including the typical term, repayment structure, and how borrowings are managed over time. Related to this, the difference between Council borrowing rates and commercial interest rates were discussed, with members noting the more favourable terms available to local government through Treasury Corporation Victoria compared to commercial lending.

On the question of assets, members noted Council's progress on implementing the Strategic Property Plan and urged Council to take a cautious approach to any potential sale of Council assets, emphasising the need to avoid a 'fire sale' scenario. Committee members highlighted opportunities to consider property disposal strategically, informed by a clear understanding of current and future community needs. Members suggested Council consider land lease arrangements as an alternative to outright asset sales, whereby Council retains ownership of land while leasing it to generate ongoing revenue — preserving long-term community value while improving Council's financial position in the near term. More broadly, members encouraged Council to explore the commercialisation of its asset portfolio beyond traditional approaches, identifying opportunities such as naming rights, air rights, and other innovative revenue-generating arrangements that leverage the value of Council's assets without requiring their disposal. Members also suggested exploring dynamic, demand-driven car parking fees as an opportunity to optimise parking revenue in response to real-time demand.

6. Other business and topics for next meeting

Cr Kimberley Young (Chair)

The Chair noted that the April meeting will feature a presentation on Council's Digital and Technology Strategy and Artificial Intelligence.

7. Group Photo

James Athorn

A group photo of the Committee was taken.

8. Close

Kellie Vise

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Action Register

	Title/Item	Action	Update	Responsible Officer	Active/Closed
1.	Glen Eira Assets	Provide a list of assets to Committee members highlighting any underperforming assets.	May	John Vastianos	Active
2.	Strategic Property Plan	Send Committee Members a copy of the Strategic Property Plan	May	Kellie Vise	Active
3.	Distribute Council and Strategic Plans	Send Committee Members a link to the full Council Plan and other Strategic Plans relevant to the work of the Committee	December	Kellie Vise	Closed
4.	Financial Health Check Update	Presentation on Financial Health check to be provided at our next Meeting	February	John Vastianos	Closed
5.	Key Performance Indicators	Consider KPI's to track Committee progress	February	Kellie Vise	Active

The next meeting of the Committee is scheduled for 11 May 2026

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**GLEN EIRA
ENVIRONMENTAL STEWARDSHIP
ADVISORY COMMITTEE MEETING**

MINUTES

The Environmental Stewardship meeting commenced at 6:00pm.

**Monday 16 February 2026
6:00pm–8:00pm**

**Yarra Yarra Room
Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield**

Committee members

<i>Councillors:</i>	Cr Arabella Daniel (Chair)	Councillor committee member
	Cr Li Zhang	Councillor committee member
	Cr Simone Zmood	Councillor committee member

Community

<i>Representatives:</i>	Simon Campbell	Community committee member
	Stephanie Epp	Community committee member
	Helen Fischer (online)	Community committee member
	Eva Godnjavec	Community committee member
	Andiope Hatzis	Community committee member
	Jane Knight	Community committee member
	Sue Pennicuik	Community committee member
	Neishika Pillay	Community committee member
	Tamara Taylor	Community committee member
	Mark Wallace	Community committee member

<i>Council Officers:</i>	Niall McDonagh	Director Sustainability, Assets and Leisure
	Damien Connell	Head of Climate & Circular Economy
	Bruce Paton (online)	Coordinator Climate & Sustainability
	Kylie Hill	Executive Management Office

OFFICIAL: Sensitive**1. Welcome and Acknowledgement of Country** Cr Arabella Daniel

The committee was welcomed and the Traditional Owners and Custodians were acknowledged.

2. Apologies Cr Arabella Daniel

Cr Li Zhang and Eva Godnjavec

3. Reminder to declare conflicts of interest Cr Arabella Daniel

Members were reminded of their obligations under the Local Government Act 2020 and Council's Governance Rules. No conflicts of interest were declared.

4. Action items from previous minutes Cr Arabella Daniel

- Community training for committee members and broader community: In progress. Council advised training is planned to be made available more broadly once dates are confirmed.

5. Meeting minutes from previous meeting Cr Arabella Daniel

The minutes of the meeting held on 8 December 2025 were adopted on the 3 February OCM with two amendments required to be made.

1. Added wording under section 7 to read "Clear pathway and measurable progression towards Council and community-wide climate emissions reduction"; and
2. add spacing to the wording "on the ground work".

Simon has requested an amendment to the previous minutes to reflect his additional point with regard to Solar for Schools: GECC could work with schools to help them move to solar, as low-hanging fruit for emissions reductions. What is needed is for someone knowledgeable to meet with the schools to explain the advantages and practicalities.

6. Items for discussion**6.1 Short presentation on Council progress with key focus areas** Damien Connell

Council officers provided an update on six priority areas identified at the previous meeting:

- Urban Forest Strategy - Review underway; stronger focus on climate adaptation and biodiversity; alignment with Biodiversity Plan.
- Integrated Water Management Plan- Current actions progressing, next Integrated Water Management Plan scheduled for completion in 2026–27. Elster Creek Litter Action Plan recently presented to Council, focusing on catchment-wide impacts and water quality.
- Council Emissions - Council remains committed to achieving net zero emissions for Council operations by 2031. Major focus on reducing gas usage, particularly at aquatic and leisure facilities. Transition from gas to electric systems underway, supported by external funding. All Council electricity sourced from renewable energy through the VECO scheme ([Home - VECO | The Victorian Energy Collaboration](#)).
- Community Emissions - Recognised as the largest emissions source for Glen Eira. To combat this, Council is focusing on education, behaviour change programs, grants, and partnerships (including schools and community groups).
- Circular Economy Plan - Current Circular Economy Plan (2022–26) is nearing completion;

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strong outcomes noted (FOGO, e-waste, repair programs, regional collaboration); preparation is well advanced for next Glen Eira Circular Economy plan.

- Air Quality - Air quality research has commenced, including collaboration with internal and external experts. Initial focus on data collection and correlation with existing monitoring.

Discussion was held regarding waste contamination rates, what model of bulk buying amongst businesses would work, and assisting schools with green waste through education, setting up systems, and then advocacy. Advised that council bin audits are about to begin.

Circular Economy Plan discussion

Damien Connell

- Recap of the Glen Eira Circular Economy Plan (2022-26)
- Introduction to the proposed Glen Eira Circular Economy Plan (2026-30)

Workshop Discussion – Circular Economy and Council’s Role

The Chair facilitated a discussion focusing on Council’s role in enabling the circular economy relative to state/federal government, business and individual roles.

Key themes raised by committee members included:

- Strong support for Council leadership in education, facilitation and advocacy rather than sole delivery.
- Opportunities to work more closely with:
 - Schools (food waste reduction, consistent waste education);
 - Small businesses and traders (organics, contamination reduction);
 - Manufacturers and supply chains (product stewardship, packaging).
- Challenges associated with multi-unit developments and recycling contamination.
- Support for stronger advocacy on:
 - Product stewardship;
 - Container Deposit Scheme (CDS) integration; and
 - Alternatives to a mandatory fourth glass bin kerbside service.
- Importance of equity considerations and impacts across different socioeconomic groups.
- Interest in innovative models such as shared circular economy hubs and precinct-based approaches.

6.3 Emerging circular economy questions to consider

Damien Connell

Based on 6.1 and 6.2, a question was proposed to the committee to consider and comment on:

1. Do you think we adequately captured the community segments we should be engaging with on the Circular Economy Plan (2026-2030)? Is there anyone missing we should approach?

Key point raised:

- The community segments presented appear quite comprehensive. Discussion mentioned that including manufacturers (procurement), academic experts for best practice (Monash), non-locals (visitors/employees), sports clubs, and EPA (NSW AND VIC) would enhance the

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Circular Economy Plan.

2. With all these challenges and opportunities in mind, what do you think Council's role should be? Compare/contrast this to the role of State/ federal Governments, Businesses, Product Manufactures and what the individual should be doing.

Discussion themes emerged, which included:

- Constraints and enablers influencing Council action, including State Government policy settings and local laws.
- Areas where Council could strengthen advocacy efforts
- Whether changes to the Waste Management Contract may be required to support circular economy outcomes.
- The importance of continuing to build and promote the Integrated Transport System (ITS).
- Learnings from other jurisdictions and communities, including examples from Germany (separating coloured glass), the South Coast of Australia (four bins per household), and Acland St analysis (bulk purchasing).

A further strategic question was posed to the Committee:

3. Given Circular Economy Plans are typically four-year plans, should the planning horizon extend beyond this timeframe?

Key points raised:

- Strong support for a longer-term vision (e.g. to 2036 or 2040), aligned with our Community Vision.
- There was a preference for:
 - clear and measurable actions;
 - defined interim milestones; and
 - regular reporting and review.
- Emphasis on balancing long-term ambition with urgent, near-term actions.

6.4 Meeting review and next steps

Cr Arabella Daniel

- Reflection on meeting format
Support for deeper focus on one key topic per meeting.
- Schedule for discussion of key areas for future meetings
Preference for discussion questions, next meeting content and background material to be circulated in advance

7. General business

Cr Arabella Daniel

- May 8 is Sir Attenborough's 100th birthday – could the council do something to celebrate this? This was taken on notice with further advice to be provided by officers.
- The length of the meeting was also raised - do we require longer?
Advice provided noted that generally the meetings are kept to two hours, however, where the

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agenda requires additional time could be allocated.

- The Chair reminded the Committee that if that had any further reflection in relation to Council's role in Circular Economy to send their thoughts through post the meeting.

8. Meeting schedule

Meetings of the Committee will be held quarterly in person and will be made available online also.

The meeting schedule for 2026 is:

- 11 May 2026
- 10 August 2026
- 16 November 2026

9. Closure of Meeting:

The Chair thanked members and officers for their time, insights and constructive discussion.

The meeting closed at 8:00pm.

Minutes to be presented for adoption at next Ordinary Council Meeting on Tuesday 17 March 2026.

Title/Item	Action	Update	Responsible Officer	Active/Closed
Training- Local Government Victoria (Community members)	Confirm dates and advise committee	January	Kylie	Active
Minutes from 8 December minutes resent with amendment	Circulate amended minutes	February	Kylie	Closed
Waste contamination Rates	Relay data to Cr Zmood and committee	March	Damien	Pending
Emissions data (gas and electricity) for Glen Eira residents	Relay data to Cr Daniel and committee	May	Damien	Pending
Pilot for Circular Economy	Send to Arabella	March	Damien	Pending
Good news stories	Increase communication surrounding good news stories for the public	Ongoing	Damien	Ongoing
Update on UFS	Circulate before next meeting	May	Damien	Pending
Discussion questions and background material to be circulated	Circulate before next meeting	May	Kylie	Pending

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Sir David Attenborough 100th birthday celebration	Officers to review options	March	Kylie	Active
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9.2 Records of Assembly

9.2.1 RECORD OF ASSEMBLIES

Author: *Karling Colomiere, Coordinator Councillor Business*

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

Trim No: *25/1533043*

Attachments: 1. *10 February 2026 - Assembly* [↓](#)
2. *17 February 2026 - Assembly* [↓](#)
3. *24 February 2026 - Pre-meeting* [↓](#)

RECOMMENDATION

That Council notes the Records of Assemblies for:

1. 10 February 2026 Assembly;
2. 17 February 2026 Assembly; and
3. 24 February 2026 Pre-meeting.

Assembly of Councillors – Record of Assembly

10 February 2026

Assembly due to commence at 5.05pm

Councillors Present: Mayor, Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Sam Parasol Cr Luca Ragni Cr Kay Rimbardo Cr Kimberley Young Cr Li Zhang	Officers Present: Lucy Roffey (CEO) Kellie Vise Niall McDonagh Geoff Hills Matt Slavin John Vastianos Diana Vaynrib Karling Colomiere Alex Leamy Sophie Paterson Jessica Wingad Geoff Hills Alon Milstein Sid Emani Jing Song
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1. Acknowledgement
2. Apologies and Conflicts of Interest - Nil
3. Rate Cap Variation and OCM Report Review

Dinner in the Yarra Yarra room (6pm – 6.30pm)

4. Draft 2026 State Election Advocacy Priorities
5. Approach to Long Term Capital Works Planning
6. Elster Creek Litter Action Plan - Community Engagement and Final Plan Updates
7. Special Grants Program
8. General Business:
 - Grants update – Director Customer and Corporate Affairs
 - Town Hall works update – Director Sustainability, Assets and Leisure
 - Councillor Calendar discussion – Cr Rimbardo
 - Small Business Commission Charter Event – Chief Executive Officer
 - Order of Business discussion – Cr Parasol
 - Council Meeting Minutes discussion – Cr Daniel
 - Minister for Planning Announcement discussion – Director Planning and Place
9. Draft OCM Agenda Check-in – 24 February 2026
10. Councillor / CEO only time (Cr Young)

END OF ASSEMBLY

Assembly of Councillors – Record of Assembly
17 February 2026

Assembly due to commence at 6.35pm

Councillors Present:	Officers Present:
Mayor, Cr Simone Zmood	Lucy Roffey (CEO)
Cr Arabella Daniel	Kellie Vise
Cr Margaret Esakoff	Niall McDonagh
Cr Jane Karlake	Jane Price
Cr Sam Parasol	Rosa Zouzoulas
Cr Luca Ragni (online)	John Vastianos
Cr Kay Rimbaldo	Diana Vaynrib
Cr Kimberley Young	Karling Colomiere
Cr Li Zhang	Melanie Hollows
	Kelly Naughton

1. Acknowledgement
2. Apologies and Conflicts of Interest
3. Gender Equality Action Plan Councillor Engagement Workshop
4. National General Assembly – Canberra 2026 – Councillor Attendance Initial Discussion
5. Draft OCM Agenda Check-in (24 February 2026 OCM)
6. General Business
7. Councillor / CEO only time (Cr Zhang)

END OF ASSEMBLY

**OCM Pre-Meeting – Record of Assembly
Tuesday 24 February 2026
Pre-meeting due to commence at 6.45pm**

Present

<p>Councillors: Cr Simone Zmood (Mayor) Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Sam Parasol Cr Luca Ragni Cr Kay Rimbaldo Cr Kimberley Young Cr Li Zhang</p>	<p>Officers: Lucy Roffey (CEO) Kellie Vise Rosa Zouzoulas Niall McDonagh Jane Price John Vastianos Karling Colomiere Mary Lennon</p>
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1. Acknowledgement
2. Apologies: Nil
3. Disclosure of Conflicts of Interest: Nil
4. Procedural Motions
 - Hybrid procedural – should any Councillor be attending online.
5. Written Public Questions to Council

Tonight, there is one Written Public Question to Council – 24 February 2026 OCM

6. General Business:
 - Cr Daniel – Container Deposit Scheme
 - Cr Esakoff – Residents Street Tree Issue
 - Cr Esakoff – Motions on the Agenda
 - Cr Ragni – Thanking Director Planning and Place for assistance with school crossing enquiry
7. Item 10.4 NGA Motion discussion.

End of Assembly 7.10pm

10. OFFICER REPORTS (AS LISTED)**10.1 MID-YEAR REPORT (JULY TO DECEMBER 2025)**

Author: Belinda Foley, Senior Reporting and Insights Advisor

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 26/138570

Attachments: 1. *Mid-year Report July-December 2025* [↓](#)

EXECUTIVE SUMMARY

The *Mid-year Report July to December 2025* marks the first Mid-year Report for Glen Eira, replacing the previous Quarterly Service Performance Reporting. This *Mid-year Report* reflects Council's ongoing commitment to providing transparent and accessible information about our performance to the community. It provides a summary of the key activities, achievements and challenges of the past six months to keep the community informed about how we are delivering on our priorities in the *Council Plan 2025–2029*.

It shows how the goals in the *Council Plan 2025–2029* are being put into action and how key projects, services and investments are tracking at the halfway point of the financial year. It brings together updates on major infrastructure works, community programs, advocacy, engagement and financial management in one accessible overview, reflecting Council's commitment to open and accountable reporting.

The report highlights that work is progressing well. Delivery of the capital works program is progressing to plan, with new and upgraded facilities improving access, safety and participation for the community. Council is also advancing the *2025–2026 Action Plan*, with most actions on track and several completed. Council decisions during this period have helped shape the city's long-term direction, including major planning work, community safety initiatives and steps to strengthen social cohesion.

Community engagement has remained strong, with thousands of residents contributing their views over the past six months. Council's advocacy has also been active and focused, including securing external funding and progressing priority issues such as planning, safety and inclusion.

Council's financial position remains stable at mid-year. However, the long-term outlook requires careful management and challenging decisions. The adoption of the Financial Sustainability Strategy in December 2025 provides a clear path forward to ensure responsible, transparent decision-making in a challenging economic environment.

Once adopted, the *Mid-year Report* will be published for the community and communicated through a variety of audience-friendly formats.

RECOMMENDATION

That Council adopts the *Mid-year Report* (Attachment 1) for the period ending 31 December 2025.

BACKGROUND

The *Mid-year Report* is published across a variety of channels to deliver on our promise of transparency to inform the community on Council's progress against its commitments. This report relates to the period from 1 July to 31 December 2025 and reflects the priorities and

projects outlined in the *Council Plan 2025–2029* which was adopted following extensive engagement with the community between August 2024 and August 2025.

ISSUES AND DISCUSSION

The *Mid-year Report* delivers an overview of how Council is tracking against key performance measures and information about how Council is progressing in delivering the priorities and projects in the *Council Plan Action Plan 2025–2026*.

The report tracks Council's progress from July to December 2025 and provides the community with a clear update on delivery of the capital works program, the *Council Plan 2025–2029*, and the *Council Plan Action Plan 2025–2026*. It also reports on key decisions, community engagement, advocacy activity, and the financial position at mid-year.

Progress against the strategic indicators in the *Council Plan 2025–2029* provide a balanced picture of our performance to date. Fourteen of the 47 indicators are on track and performing as expected. Twelve indicators require monitoring through the second half of the year. Seventeen indicators are measured annually, which limits mid-year reporting but provides a more complete view at year end. In addition, two indicators are being established and two are assessed every three years due to their data cycles.

Delivery of the *Council Plan Action Plan 2025–2026* remains strong. Eighty-four of the 90 actions are in progress and tracking well. Three actions are behind schedule, with monitoring and follow-up work under way to support delivery. Two actions have been completed, and one is scheduled to commence in the second half of the year.

The report highlights that:

- Council invested \$6.8 million in capital works upgrades across Glen Eira during the reporting period. Of the 110 projects in the program, 94 are under way, six have been completed and ten are being monitored.
- Council made 89 decisions during the reporting period across planning, safety, community cohesion, sustainability and infrastructure. The report provides a summary of key decisions.
- From July to December 2025 Council received 6,815 community engagement contributions via surveys and polls, 41,530 views of the Have Your Say website, and 1,305 interactions across 34 pop-up sessions. Council also continued its *Community Voice* program through two surveys.
- Council's advocacy work focused on achieving outcomes that matter most to the community, delivering 168 advocacy actions such as meetings, letters and submissions and securing \$4.3 million for Council's aligned advocacy priorities.
- Like many households and businesses, Council faces rising costs and changing community expectations. Income was \$5.61 million higher than anticipated. Operating expenses were \$3.94 million lower than forecast due to operating efficiencies. This reported surplus does not mean we have extra money. It simply reflects how our accounts are structured. The reality is that our cash is going down and our costs are going up.
- While our finances are stable today, Council is in a challenging long-term financial position. Adoption of the *Financial Sustainability Strategy* in December has established a clear path to responsible financial management.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The *Mid-year Report* gives the community a clear overview of Council's progress on current initiatives and actions supporting emissions reduction targets and building community awareness of sustainability issues. This work delivers on the *Council Plan 2025–2029*, particularly Strategic Direction 3, Environmental stewardship: taking strong action on climate change, reducing waste, and supporting community-led sustainability.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The *Mid-year Report* provides a financial and operational overview of Council's performance. This complements monthly financial reporting and provides richer insight into the diverse range of activities undertaken by Council.

From a risk perspective, we continue to monitor and respond to external factors including cost escalation, regulatory change and community safety concerns.

Council's asset base continues to grow, with investment in new and upgraded community infrastructure. Asset management planning has been strengthened, through the adoption of the *Asset Plan 2025–2035* and refreshing the Asset Management Policy and *Asset Management Strategy* to align with the *Council Plan 2025–2029*.

POLICY AND LEGISLATIVE IMPLICATIONS

The *Local Government Act 2020* requires that Council provide a quarterly budget update, which is provided through a separate report.

The *Mid-year Report*, while not a legislative obligation, provides an important and transparent update about Council's performance on a six-month basis.

Council must also provide an annual report on its performance and financials and a report against its strategic indicators under the *Local Government Performance Reporting Framework (LGPRF)* and the current *Council Plan 2025–2029* committed to reporting back to the community every six-months on the progress of its achievements.

COMMUNICATION AND ENGAGEMENT

Communication activities will support the release of the *Mid-year Report* and help the community understand Council's progress. Council will:

- publish the *Mid-year Report* on our website with a dedicated news item
- publish dedicated webpages outlining progress on the *Council Plan Action Plan 2025–2026*
- provide visual summaries and simple explainer content in the *Glen Eira News*
- share social media graphics and images highlighting key achievements.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability

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

Glen Eira City Council's *Mid-year Report July to December 2025* highlights strong progress in terms of delivering on the commitments set out in our Council Plan Action Plan and

adopted 2025-2026 capital works program. It provides the community with access to clear and transparent information about Council's progress against key priorities and programs.

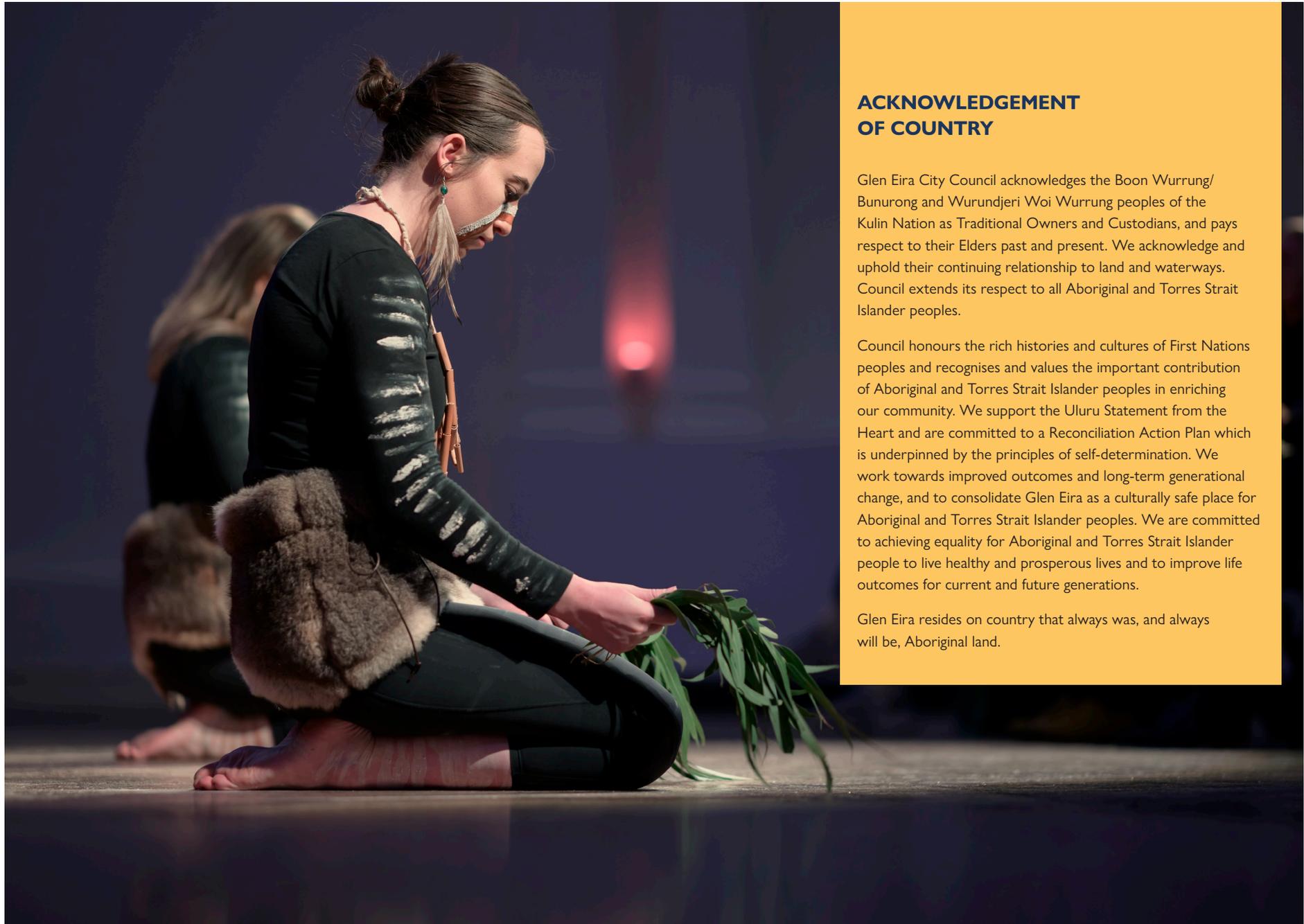
Glen Eira City Council Mid-year Report July–December 2025



GLEN EIRA
CITY COUNCIL

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





ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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Councillors with the Hon Nick Staikos MP, Member for Bentleigh and club representatives celebrating the opening of the new Bentleigh Hodgson Reserve multi-purpose facility, with upgraded netball and cricket training spaces designed to support local players of all ages.

CHIEF EXECUTIVE OFFICER OVERVIEW

I'm pleased to share Glen Eira's first *Mid-year Report* and my first as your new CEO since joining Council in August 2025. It has been a privilege to step into this role and see first-hand the commitment, care and energy that our community, Councillors and staff bring to shaping our City.

This report provides a transparent update on the progress we've made from July to December 2025, a period where we continued to focus on the things that matter most to our community. Across the first half of the year, we made good progress on the projects, initiatives and services that sit at the heart of our *Council Plan*. This includes making our neighbourhoods safer and more connected, keeping our parks, facilities and activity centres vibrant and accessible, continuing our environmental work, and strengthening long-term financial sustainability. We advanced our annual *Action Plan*, with the overwhelming majority of actions on track and clear momentum across all four strategic directions.

We have made great progress in the last six months delivering our capital works program. We invested \$6.8 million in upgrades across Glen Eira, with 94 of our 110 projects now under way, six already completed and 10 being closely monitored. Completed works include the new multi-purpose facilities at Murrumbeena Park and Bentleigh Hodgson Reserve, right-of-way design upgrades in Glen Huntly and important safety improvements, such as splitter islands and road safety audits around schools. These projects improve community access, strengthen safety and support participation in local sport and recreation. Looking ahead, we are preparing for construction of the Packer Park Pavilion.

Council made 89 decisions during this period, helping to shape our City's future in planning, community safety, infrastructure, cohesion and sustainability. These decisions were informed by strong participation from our residents, with more than 6,800 contributions to community engagement activities, 34 pop-ups across the municipality and extended conversations through *Community Voice* — an online panel of Glen Eira residents who regularly share their views.



We made meaningful gains in advocacy, securing more than \$4 million in external funding for community priorities, including clean-energy upgrades, pavilion improvements and safer streets. At the same time, our financial forecast now shows a smaller surplus of \$4.43 million, compared with the originally adopted 2025–2026 *Budget* surplus of \$6.03 million. To strengthen our long-term position, we also adopted our *Financial Sustainability Strategy*, which sets a clear foundation for responsible financial management that protects the services and infrastructure our community values most.

As we reflect on these achievements, we also acknowledge the deep sadness felt across Glen Eira following the tragic attack in Bondi. We know this event has been particularly distressing for our Jewish community. We stand with you and reaffirm our commitment to ensuring Glen Eira remains a safe, inclusive and respectful place for all. We stand united against antisemitism and hate in any form, and we will continue working closely with community leaders to promote understanding, solidarity and care.

Thank you for your continued engagement and trust. I look forward to working alongside you as we build an even stronger, more connected and future-ready Glen Eira.

PROJECTS SNAPSHOT

Our capital works program invested \$6.8 million in projects across Glen Eira from July to December 2025. This financial year, the program includes 110 projects with a total forecast investment of \$35.5 million.

OVERVIEW

- 94 projects in progress
- 6 projects completed
- 10 projects at risk, currently being monitored

Key projects completed:

- Constructed Murrumbeena Park multi-purpose facility
- Constructed Bentleigh Hodgson Reserve multi-purpose facility
- Designed right-of-way upgrade (Varatah Avenue and Rosedale Avenue West, Glen Huntly)
- Designed and constructed splitter islands around schools in Elsternwick
- Completed road safety audits around schools

These upgrades improve safety, accessibility and community participation in sport and recreation.

Key projects looking forward:

- Construction of Packer Park Pavilion
- Upgrade to public toilets in Staniland Grove, Elsternwick

Note: most capital works spending occurs in the second half of the financial year.

FAST FACTS



20,000 square metres of roads resurfaced



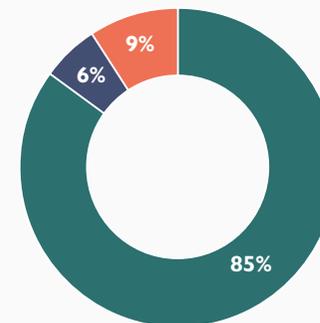
6,500 square metres of footpaths repaired



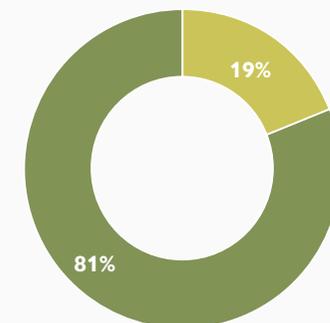
Cricket Victoria approved multi-purpose facility design

HOW WE'RE TRACKING

Projects



Expenditure



● In progress ● Completed ● At risk ● Actual spend ● Remaining spend

PROJECTS SNAPSHOT



Splitter islands improving safety around schools in Sandham and Elizabeth Streets, Elsternwick.



Murrumbeena Cricket Club training at the upgraded Murrumbeena Park multi-purpose facility.

GOOD GOVERNANCE

Clear roles and responsibilities are the foundations of good governance. We operate effectively because we have such constructive working relationships between the community, the elected Councillors, the CEO and Council officers.

From July to December, Council made 89 decisions. Here are some of the highlights:

- *Council Plan 2025–2029* and other plans adopted
- endorsing a submission to advocate for community involvement in state-led planning
- night-time cat curfew adopted
- committed to developing an antisemitism strategy
- installing parking sensors for better real-time parking data
- The Elsternwick Club concept plans adopted to inform future development at the site.

Read about these key decisions on pages 8–9, or visit

www.gleneira.vic.gov.au/councilmeetings

In November, Councillors confirmed the leadership team for the year ahead, re-electing Cr Dr Simone Zmood as Mayor for 2025–2026 and appointing Cr Li Zhang as Deputy Mayor. The decision was made at a Special Council Meeting. Representing Orrong Ward, Cr Dr Zmood said she was honoured to serve a second term. “I’m humbled and grateful to be supported as Mayor,” Cr Dr Zmood said. Representing Wattle Grove Ward, Cr Zhang said serving as your Deputy Mayor is a responsibility she takes seriously — with courage, dedication and a strong sense of purpose.

FAST FACTS



10
Council meetings held



89
decisions made at Council meetings



41
public participation at Council meetings



L–R: Cr Kimberley Young, Cr Kay Rimbardo, Cr Margaret Esakoff, Deputy Mayor Cr Li Zhang, Mayor Cr Dr Simone Zmood, CEO Lucy Roffey, Cr Jane Karlslake, Cr Luca Ragni, Cr Sam Parasol OAM JP and Cr Arabella Daniel

KEY COUNCIL DECISIONS

Council Plan 2025–2029 and other plans adopted

At the special meeting on 28 October, Council adopted the following:

- [Council Plan 2025–2029](#) — sets our direction for the next four years, outlining how we'll deliver services, manage resources and work with the community to build a more inclusive, sustainable and connected Glen Eira.
- [Financial Plan 2025–2035](#) — tracks our financial health and helps us make responsible and smart decisions about money and resources.
- [Asset Plan 2025–2035](#) — guides how we manage assets like roads, footpaths and playgrounds on behalf of our community.
- [Climate Emergency Response Strategy 2025–2029](#) — outlines how we plan to tackle climate change.



Endorsing a submission to advocate for community involvement in state-led planning

At the meeting on 16 October, Council endorsed the preparation of a submission to the Victorian Government's *Activity Centre Program* near the main shops in Carnegie, Murrumbeena and Hughesdale. The plans showed how tall the new buildings could be. But they don't say where things like new schools, parks or better buses and trains will go.

We want to make sure our neighbourhoods are planned well and that the structure plans we made together with you are used.

That's why we asked the Victorian Government to:

- give people more time to share their thoughts
- show a better plan for new community places and services.



Night-time cat curfew adopted

At the meeting on 5 November, Council decided to introduce a night-time cat curfew in late 2026 that will require owners to keep their cats at home between 7pm and 6am.

We received more than 3,000 submissions during our community engagement in June with 68 per cent supporting the introduction of a cat curfew — including 60 per cent of cat owners and 86 per cent of non-cat owners.

Over the next 12 months, we'll be providing education and support to help owners prepare for the curfew.

We'll provide tips on building safe outdoor enclosures, run community workshops and work with animal welfare groups to promote affordable microchipping, desexing and containment options.



KEY COUNCIL DECISIONS

Committed to developing an antisemitism strategy

At the meeting on 25 November, Council committed to developing a dedicated two-year antisemitism strategy.

The strategy will set out practical actions, measurable outcomes and ways to hold ourselves accountable — all developed in partnership with our Jewish community.

Our Social Cohesion Taskforce, established early last year, will be central to this work. It brings together community leaders, agencies and organisations to tackle complex issues and strengthen inclusion.

The antisemitism strategy will reflect the work of the taskforce, ensuring a coordinated approach that reflects the voices and needs of our community.



Installing parking sensors for better real-time parking data

At the meeting on 16 December, Council discussed the *Parking Management Strategy* and decided to introduce smart technology parking sensors in public carparks and on-street parking across Bentleigh, Carnegie and Elsternwick. We will use these to better understand parking demand over a 12-month period.

The sensor data will help support more timely and efficient parking enforcement. Importantly, no user-pays parking will be introduced during the next 12 months.

We'll also look into a smart app that can show you parking availability and explore ways to improve consistency across parking limits.



The Elsternwick Club concept plans adopted to inform future development at the site

At the meeting on 16 December, Council adopted the final concept designs for The Elsternwick Club.

We received 292 feedback submissions through online activities and conversations at our pop-up events in Elsternwick. Overall, community support for the design was strong, with 87 per cent of quick poll respondents feeling positive or very positive about the design.

Your feedback was carefully considered and helped refine the design, bringing attention to specific elements, including shade over some play areas and more variety of seating options.

We continue to focus on working with other levels of government to secure funding for the project and will keep you updated on our progress.



COMMUNITY ENGAGEMENT SNAPSHOT

We're passionate about engaging with our community, so they can help shape our decisions, programs and services.

We champion open and transparent community engagement that informs and raises awareness across our community. We make it easy for people to have their say and be heard. It's an important process for the development of effective plans, projects and strategies.

Our engagements:

- [Mackie Road Reserve dog park](#) — helped shape the concept designs
- [Exploring Parking Together](#) — fairer ways to manage the future of parking
- [Our Place, Our Plan](#) (Council Plan 2025–2029, Financial Plan 2025–2035, Asset Plan 2025–2035, and Climate Emergency Response Strategy 2025–2029 on exhibition and Advisory Committee recruitment)
- [Community Place Project](#) — ideas to brighten up your neighbourhood
- [Youth Survey](#) — what's important to young people in Glen Eira
- [Domestic Animal Management Plan](#) — how we manage dogs and cats in Glen Eira
- [The Elsternwick Club](#) — helped to shape the draft design
- [Road Management Plan](#) — keeping roads and paths safe and accessible
- [Planning Scheme Amendment](#) — Protecting Glen Eira's heritage
- [Elster Creek Litter Action Plan](#) — helped shape the Plan protect Elster Creek
- [Customer Experience Hub](#) — bringing Council services closer to you at Bentleigh Library and Youth Hub

FAST FACTS



6,815
contributions via
surveys and polls



41,530
Have Your Say
website views



1,305 interactions
across 34
pop-up sessions

Members of the Youth Engagement Team, Anika, Alex and Eeshan, celebrating their work on the 2025 Youth Survey.

“The Youth Survey helps Council better understand what young people need and how they can support them.” — Alex

To see how you can help shape Glen Eira, visit www.haveyoursaygleneira.com.au



COMMUNITY ENGAGEMENT SNAPSHOT

Community Voice is another way we regularly engage our community. It's an online panel of Glen Eira residents who regularly share their views on a variety of topics through online surveys. We held two surveys across July and November 2025.

JULY SURVEY

We heard from 152 *Community Voice* members in July, a 43 per cent response rate.

Exploring our 2025 Community Satisfaction Survey results

We use the annual *Community Satisfaction Survey* to understand what matters to our community. We asked *Community Voice* members to dig deeper into the themes so we can plan and deliver services that meet local needs.

Members' views on our performance closely matched the broader *Community Satisfaction Survey*. Almost half rated overall performance as good, with personal experiences of our services and visible improvements in their neighbourhood being the strongest drivers. Trust was built by us following through on commitments, positive interactions with staff and clear communication. Most respondents said they would like more regular and accessible information about our work.

NOVEMBER SURVEY

We heard from 147 *Community Voice* members in November, a 42 per cent response rate.

Use of Artificial Intelligence in our services

We continue to investigate new ways of making services more efficient, including technologies like Artificial Intelligence (AI). We think transparency is crucial — following the adoption of our *AI Policy* in November 2025 — we asked *Community Voice* what they think about us using AI.

Transparency emerged as the top priority. Respondents want to know when AI is used, what data it relies on and how risks are managed. Strong governance and clear safeguards were also considered essential. Members highlighted the importance of accuracy and the need to manage risks like bias or incorrect information.

While some support using AI for simple or low-risk tasks, they emphasised that staff must remain responsible for decisions and review any AI-generated content. A quarter of respondents stressed that being able to speak with staff is vital. Maintaining human connection and personal service remains a key expectation.

Glen Eira Circular Economy

We are passionate about making the circular economy accessible and meaningful for everyone. We asked *Community Voice* about their experiences with the circular economy.

Most members were familiar with the circular economy and strongly supported reducing waste. Many are already taking part by donating or selling items, using recycling stations and food and garden organics bins, repairing household items and composting. Experiences with these activities were overwhelmingly positive.

Personal values were the main motivator. Members said they take part because they want to reduce waste, protect the environment and contribute to a more sustainable community.

Members also shared what would help more people get involved. Convenience was the biggest barrier, with calls for more local drop-off points, better access and more frequent opportunities like Repair Café sessions. Respondents also stressed the need for options that work for people living in apartments or without cars.

To learn more and read our *Community Voice* summary reports, visit www.haveyoursaygleneira.com.au/communityvoice

ADVOCACY SNAPSHOT

Our advocacy focuses on delivering outcomes that matter most to our community. This included safer streets, inclusive and welcoming communities, and planning for places that meet the needs of a growing population.

In October, Council adopted our *Advocacy Priorities 2025–2026* — they are inclusive, transparent and financially responsible, with a strong focus on safety, wellbeing, sustainability and connection.

Our priorities set out key focus areas that will guide our advocacy efforts:

- Safe, supported and inclusive communities
- Future-ready places built for everyone
- Resilient communities powered by clean energy
- Fair and sustainable funding and smarter partnerships

To learn more and read our *Advocacy Priorities 2025–2026*, visit www.gleneira.vic.gov.au/advocacy

Key achievements:

- Delivered 168 advocacy actions, including meetings, letters and submissions on key community issues.
- Confirmed planning as Glen Eira's most topical advocacy priority, supported through 26 engagement opportunities with partners and stakeholders, followed by community safety and social cohesion, supported by 23 engagements.

- We secured \$4.3 million in funding for our aligned advocacy priorities.
 - \$2.5 million from the Australian Government for the transition off gas project at Glen Eira Sports and Aquatic Centre, a major step in our climate action program.
 - \$1.5 million for the Packer Park pavilion upgrade, which will support community sport and increased participation.
 - \$220,000 from the Transport Accident Commission (TAC) for targeted road safety improvements.
 - \$67,000 for lighting upgrades at Koornang Park, Murrumbeena Park and Bentleigh Reserve, improving safety and increasing community access.
 - \$55,000 for extended hours and to ensure safe library access at Bentleigh Library Youth Hub and Elsternwick Library.



Funding announcement for Glen Eira under the 2025–2026 Living Libraries Infrastructure Program
L–R: Cr Jane Karlake, the Hon Nick Staikos MP, Mayor Cr Dr Simone Zmood, Cr Arabella Daniel, Glen Eira CEO Lucy Roffey and Cr Sam Parasol OAM JP

FINANCIAL OVERVIEW

Like many households and businesses, we're facing rising costs and changing community expectations. While our finances are stable today, we're not in a strong long-term financial position. We can't continue to operate in the same way and still meet community expectations into the future.

In December, Council adopted our *Financial Sustainability Strategy* — a long-term plan that protects the services and infrastructure that matter most to our community.

Our *Strategy* sets out five key goals that will guide our financial decision-making:

- balance our budgets so spending matches what we can afford
- boost efficiency and revenue through smarter service planning and fair user-pays models
- strengthen reserves to build future resilience
- manage debt responsibly to ease financial pressure
- reprioritise capital works so we can keep investing in infrastructure.

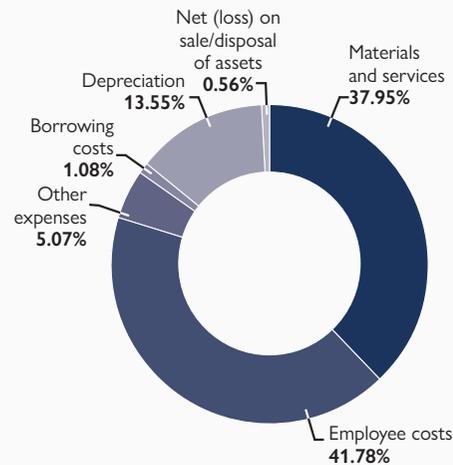
This isn't about quick fixes. It's about long-term, thoughtful approaches to ensure we can continue delivering the services our community values.

To learn more and read our *Financial Sustainability Strategy*, visit www.gleneira.vic.gov.au/fssadopted

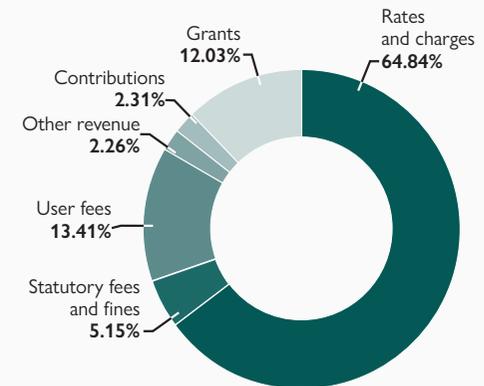
HOW WE'RE TRACKING

The forecast result expected for the financial year is a surplus of \$4.43 million. This compares unfavourably against the original adopted 2025–2026 Budget surplus of \$6.03 million, mainly due to the timing of the early receipt of 50 per cent of the estimated 2025–2026 Financial Assistance Grant allocation received in June 2025 (\$2.55 million). This is a timing variance only. The operating surplus is not a 'cash' profit as it recognises all revenue and spending for us to operate and includes one-off and non-cash items.

**2025–2026
Forecast expenditure**



**2025–2026
Forecast income**



COUNCIL PLAN 2025–2029 STRATEGIC DIRECTION SNAPSHOT

Our *Council Plan 2025–2029* was developed in collaboration with our community and responds to our most important priorities for the next four years.

We've 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.

At the mid-year point, our strategic indicators show a balanced picture of progress and areas requiring further focus. Of the 48 indicators in the *Council Plan*, 15 are currently on track and performing as expected. Another 11 indicators require monitoring to support improvement throughout the remainder of the year.

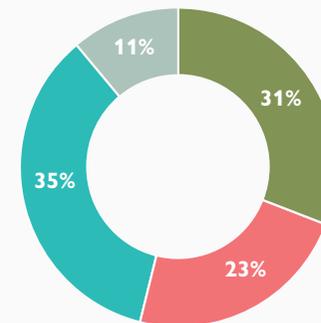
Many of our measures are designed for longer-term assessment rather than mid-year reporting. Seventeen indicators are reported annually, providing a more complete view at year's end. In addition, three indicators are being established and two are assessed every three years in line with their broader data cycles.

Together, these results provide a clear and transparent snapshot of how we are tracking against our long-term strategic goals and where we will focus our efforts next.

To track our progress in detail see the Appendix pages 16–79, or visit www.gleneira.vic.gov.au/council-plan-progress

HOW WE'RE TRACKING

Strategic indicators



- **On track (15)**
Indicators that currently meet target
- **Monitor (11)**
Indicators that do not meet target and require monitoring
- **Annual (17)**
Indicators that are measured once a year
- **Other (5)**
3 indicators are being established
2 indicators are assessed every three years

COUNCIL PLAN 2025–2029 ACTION PLAN 2025–2026 SNAPSHOT

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.

At the mid-year point, we are progressing well against the *2025–2026 Action Plan*. Of the 90 actions outlined for the year, 84 are tracking steadily and remain in progress. Three actions are currently behind schedule, however, monitoring and follow-up work are underway to support their delivery. Two actions have been completed, reflecting early momentum. One action has not started and will be initiated in the second half of the year.

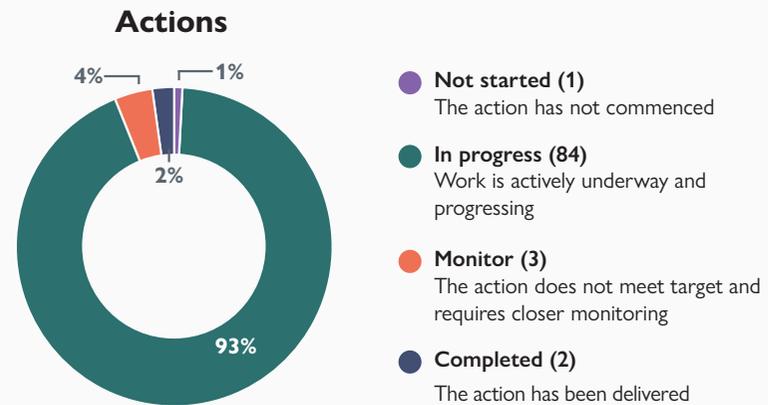
From July to December 2025, we continued to deliver strong progress across the key priorities our community cares about most. We supported local safety and wellbeing through expanded neighbourhood events, new cultural celebrations, digital confidence programs, homelessness support initiatives and free health and fitness opportunities. Work also continued to strengthen social cohesion, celebrate First Nations culture, improve access and inclusion, and support local community groups through grants and capacity-building programs. At the same time, upgrades to parks, open spaces, streetscapes and community facilities moved forward, with projects under way to improve accessibility, encourage active transport and enhance our vibrant local shopping strips.

We also advanced major environmental actions, including tree planting, biodiversity surveys, flood management planning, waste-reduction initiatives and clean-energy upgrades across community facilities.

Financial sustainability remained a strong focus, with a new *Financial Sustainability Strategy* adopted, updated asset and property plans progressing and improvements made to communications, engagement and customer service. Technology upgrades, including an *AI Policy* and Digital and Technology roadmap, are helping modernise how we work and serve the community. With most actions on track, the mid-year results reflect steady progress toward a safer, healthier, more sustainable and better-connected Glen Eira.

To track our progress in detail see the Appendix pages 16–79, or visit www.gleneira.vic.gov.au/council-plan-progress

HOW WE'RE TRACKING







STRATEGIC DIRECTION 1: COMMUNITY SAFETY, COHESION, HEALTH AND WELLBEING

Our community has told us they want to feel safe, stay healthy and have a good quality of life — no matter their age, ability or background. They want a place where everyone can thrive, where mental and physical wellbeing are supported, and where healthy lifestyles are easy to maintain.

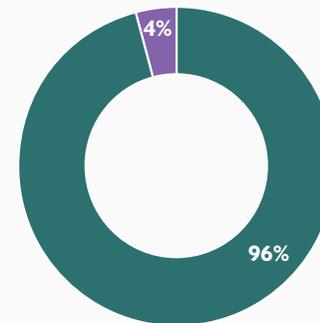
We continue to make strong progress in building a safer, healthier and more connected community. From July to December 2025, we delivered a wide range of programs that support safety, social cohesion and community wellbeing. A major focus this period was building social cohesion. The Social Cohesion Taskforce brought key community leaders together and agreed on seven shared priority areas.

We strengthened community safety through updated policies, stronger partnerships with Victoria Police and ongoing digital confidence programs. Local events, including *Diwali*, the *Storytelling Festival* and neighbourhood activities, helped bring people together, while inclusive programs for people with disability, older residents, young people and culturally diverse communities continued to grow.

We also delivered strong progress across health and wellbeing, including growth in *Active Communities* sessions and active-travel programs. We advanced key advocacy and support initiatives in homelessness, climate vulnerability and the prevention of gendered violence and gambling harm. These efforts show our continued commitment to creating a welcoming and resilient community.

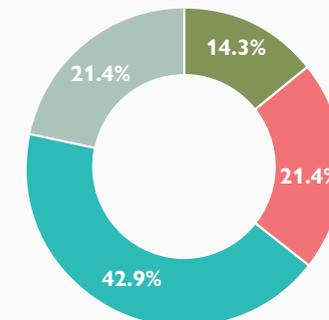
HOW WE'RE TRACKING

Actions



- **Not started (1)**
The action has not commenced
- **In progress (24)**
Work is actively underway and progressing

Strategic indicators



- **On track (2)**
Indicators that currently meet target
- **Monitor (3)**
Indicators that do not meet target and require monitoring
- **Annual (6)**
Indicators that are measured once a year
- **Other (3)**
1 indicators are being established
2 indicators are assessed every three years

STRATEGIC OBJECTIVE 1.1 OUR COMMUNITY FEELS SAFER

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> collaborate with stakeholders to raise awareness and build community capacity to address, and support community safety and promote safe neighbourhoods advocate to the Victorian and Australian governments for stronger investment in violence prevention, community safety, infrastructure and support services 	<ul style="list-style-type: none"> Maintain or increase feeling safe in Glen Eira during the day Increase feeling safe in Glen Eira after dark 	<ul style="list-style-type: none"> Feeling safe in Glen Eira during the day is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Feeling safe in Glen Eira after dark is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Major initiatives

Action	Deliverable	Progress
<p>1.1.1 Continue the Social Cohesion Taskforce to lead coordinated efforts in preventing and responding to racism and division ❤️</p>	<ul style="list-style-type: none"> Prioritised <i>Action Plan</i> developed and delivered 	<p>We continued to support the Taskforce, holding two meetings and bringing key stakeholders together. The group agreed on seven priority areas, including youth engagement and education, and formed sub-groups to progress the work.</p> <p>The Taskforce also hosted the <i>Flavours of Culture</i> event. Community leaders shared food and took part in conversations about cultural understanding and the values that connect our community.</p> <p>● In progress</p>

STRATEGIC OBJECTIVE 1.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.1.2 Develop a <i>Community Safety Framework</i> to guide local safety and cohesion initiatives ♥	<ul style="list-style-type: none"> • <i>Framework</i> endorsed by Council • <i>Framework</i> implemented 	We have drafted a clear and inclusive <i>Community Safety Framework</i> . It sets out a roadmap for local safety and cohesion initiatives, with a focus on strengthening community confidence and wellbeing.	In progress ●
1.1.3 Collaborate with stakeholders to ensure community safety when using Council services or attending Council events ♥	<ul style="list-style-type: none"> • <i>Glen Eira Respectful Interaction Policy</i> adopted by Council • Regular communication with Victoria Police • 'Coffee with a cop' sessions at Glen Eira facilities 	<p>The <i>Respectful Interaction Policy</i> was adopted by Council in November 2025.</p> <p>Victoria Police continue to receive a monthly schedule of our upcoming events.</p> <p>Crime Stoppers information nights were held at Carnegie Library and Community Centre in September and November.</p> <p>We held one 'Coffee with a cop' session.</p>	In progress ●
1.1.4 Provide opportunities for the community to improve their understanding of online safety ♥	<ul style="list-style-type: none"> • Four learning opportunities on topics such as cyber security delivered 	<p>We continue to provide learning opportunities for the community to build confidence with online safety:</p> <ul style="list-style-type: none"> • <i>Be Connected</i> program offered July–December 2025 to build older residents' digital skills • monthly drop-in tech help sessions available at all library branches • upcoming sessions planned (wallets, safety, forms, social media) • <i>Getting Started with Computers</i> starts in March 2026. 	In progress ●

STRATEGIC OBJECTIVE 1.2

OUR VIBRANT ARTS AND CULTURE PROGRAMS

STRENGTHEN THE COHESION OF OUR COMMUNITY

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> improve the diversity of Council-run events to increase community participation strengthen relationships with First Nations people and Traditional Owner groups provide local and meaningful opportunities for arts and creative participation, learning and expression 	<ul style="list-style-type: none"> Maintain or increase community satisfaction with community and cultural activities Maintain or increase community satisfaction with arts centres and libraries 	<ul style="list-style-type: none"> Community satisfaction with community and cultural activities is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Community satisfaction with arts centres and libraries is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.2.1 Provide opportunities for our community to connect within their local neighbourhoods ❤️	<ul style="list-style-type: none"> Annual series of events or programs in various locations throughout the municipality 	<p>We continue to deliver events across Glen Eira to support local neighbourhood connection, including:</p> <ul style="list-style-type: none"> <i>Library After Dark</i> in Elsternwick, <i>Groove and Graze</i> (3,000+ attendees) in Ormond, <i>Live Sunday Sessions</i> and <i>Bacharach and Beyond</i> at Town Hall <i>Storytelling Festival</i> held across multiple locations, with a new opening event at Carnegie forecourt. Our <i>Youth Festival</i> at the Bentleigh Library and Youth Hub. 	<p>In progress</p> <p>●</p>

STRATEGIC OBJECTIVE 1.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.2.2 Deliver inclusive and accessible events and programs that bring our diverse community together ❤️🗝️	<ul style="list-style-type: none"> Culturally diverse events including <i>Lunar New Year</i> and <i>Diwali</i> held Program developed and delivered for events for those with visible and non-visible disabilities Peer support social events for people with Autism delivered <i>Harmony Week</i> events held Women's only and Culturally and Linguistically Diverse (CALD) swimming lessons delivered <i>International Day of People With a Disability</i> event held 	<p>We continue to deliver inclusive and accessible events and programs:</p> <ul style="list-style-type: none"> <i>Diwali</i> held in October 2025, bringing community together to enjoy music, dance and food <i>International Day of People With a Disability</i> event held on 4 December 2025 where we showcased accessible sports, including a Wheelchair AFL demonstration match <i>Men's Shed</i> skills program developed with Marriott Support Services <i>Hidden Disability Sunflower</i> program continued across libraries and Customer Service <i>The Lab</i> autism social and gaming group delivered weekly during school terms held 80 (CALD) swimming lessons from July to December 2025 <i>Chat N' Chuckle</i> group for people with acquired brain injury continued to meet and connect. <p>Planning is underway for <i>Lunar New Year</i> and <i>Harmony Week</i> events in early 2026.</p>	In progress 

STRATEGIC OBJECTIVE 1.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.2.3 Promote our events and programs to ensure the community are aware and engaged ❤️🔑	<ul style="list-style-type: none"> Accessibility checklist developed to assist in community event planning Printed and online libraries, arts and culture programs accessible to all 	<p>We are developing an accessibility checklist that will guide accessible community event planning.</p> <p>We promote all our events and programs through a mix of social media, printed materials and billboards when suitable. This helps ensure our activities are accessible, easy to find and welcoming to everyone.</p>	In progress 
1.2.4 Recognise and celebrate First Nations culture and histories by implementing targeted arts and cultural programming for First Nations people	<ul style="list-style-type: none"> Two programs per year held featuring First Nations people Mobtix available at First Nations events Dedicated Expression of interest (EOI) on website for First Nations artists 	<p>We're rescheduling the postponed NAIDOC week event featuring Boori Pryor and preparing First Nations programming for the 2026 <i>Storytelling Festival</i>. Mobtix is available at events. A dedicated EOI for First Nations artists is also in development and will be in place by June 2026.</p>	In progress 

STRATEGIC OBJECTIVE 1.3

OUR COMMUNITY HAS A STRONG SENSE OF CONNECTION AND BELONGING

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • support social cohesion initiatives that promote respect, inclusion and improve access to opportunities for connection • improve the accessibility of programs, services and facilities that we and our partners provide to the community • improve our approach to promoting diversity and inclusion, gender equity and supporting people with disability (non-visible and visible)  • prioritise support for those experiencing social isolation, vulnerable families, people living with chronic illness and those whose health may be impacted climate change • support, encourage and build the capacity and resilience of local community groups that promote connection, cultural expression and inclusive community interactions across all ages and backgrounds. 	<ul style="list-style-type: none"> • Increase opportunities to be active and involved in the community • Maintain or increase quality of life in the Glen Eira • Maintain the number of community groups awarded grants 	<ul style="list-style-type: none"> • The opportunities to be active and involved in the community are reported annually. Progress will be available in our <i>Annual Report</i>.  Annual • The quality of life in the Glen Eira is reported annually. Progress will be available in our <i>Annual Report</i>.  Annual • We are on track to maintain grants awarded to community groups. We have awarded 92 grants to 85 community organisations, providing \$402,403 in funding across our <i>Small Grants</i>, <i>Facility Hire Grants</i> and <i>Annual Community Grants</i> programs. This support helped maintain the number of groups we fund and strengthened community-led projects that promote respect, diversity and inclusion.  On track

STRATEGIC OBJECTIVE 1.3

Continued

Major initiatives

Action	Deliverable	Progress
1.3.1 Strengthen the capacity and engagement of the First Nations community within Glen Eira	<ul style="list-style-type: none"> Adopt inclusive terminology for First Nations peoples and Traditional Owners Refine traditional owner engagement protocols Progress <i>Reconciliation Action Plan (RAP)</i> for Reconciliation Australia approval Complete review of Closing the Gap (CTG) report 	<p>We strengthened our use of inclusive and respectful language when referring to First Nations people and Traditional Owners, helping us communicate in a fair and culturally informed way.</p> <p>In December 2025, we approved work to refine the Traditional Owner engagement protocols. Planning has begun for engagement meetings that will support stronger relationships and more meaningful partnership-based conversations</p> <p>Council also endorsed the development of the <i>Reconciliation Action Plan 2026–2028</i>, which will set clear priorities and actions to guide our ongoing commitment to reconciliation.</p> <p>We have not yet completed the review of the <i>Closing the Gap Report</i>. Insights from the <i>2024–2026 Traffic Light Report</i> are being captured to support a future review.</p> <p>● In progress</p>

STRATEGIC OBJECTIVE 1.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.3.2 Develop a whole-of-Council <i>Diversity and Inclusion framework</i> 🔑	<ul style="list-style-type: none"> Council's cultural diversity and inclusion policies and practices benchmarked across the whole organisation <i>Diversity and Inclusion Framework</i> adopted by Council 	We've started the early work needed to develop our <i>Diversity and Inclusion Framework</i> . This includes mapping who needs to be involved and benchmarking our current policies and practices. These first steps are helping us build a solid foundation for a whole-of-Council approach to inclusion.	In progress ●
1.3.3 Develop an approach to supporting the LGBTIQ+ community within Glen Eira ❤️	<ul style="list-style-type: none"> <i>Rainbow Ready Roadmap</i> commenced Partnership with Pride South east Alliance formed <i>Trans Awareness Week, IDAHOBIT, and Pride Week events held</i> 	We strengthened our partnership with the Pride South East Alliance and marked key LGBTIQ+ dates throughout the year. Work has started on the <i>Rainbow Ready Roadmap</i> and planning is underway for our involvement in the 2026 <i>Midsumma Festival</i> .	In progress ●
1.3.4 Review the community grants program to respond to current and emerging community needs ❤️	<ul style="list-style-type: none"> <i>Community Grants Policy</i> endorsed <i>Community Grants Guidelines</i> released Revised grants program awarded Community Grants web page updated 	We progressed the review of the <i>Community Grants Policy</i> , guidelines and program to ensure the grants better reflect community needs and our priorities. This work is helping shape future recommendations, which will be considered through our approval processes. We also kept the Community Grants web page updated so residents and organisations had access to current and accurate information.	In progress ●

STRATEGIC OBJECTIVE 1.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.3.5 Facilitate capacity-building and collaboration for neighbourhood houses and community groups to strengthen partnerships, share resources, and expand support services and volunteering across Glen Eira ♥	<ul style="list-style-type: none"> Scope prepared for a leadership program for community organisations including Service Level Agreements Community Contacts web page updated 	We started planning a leadership program to support community organisations, including work to clarify scope and participation. The Community Contacts web page was updated to ensure information is accurate, easy to access and ready for future improvements.	In progress ●
1.3.6 Review and deliver the community and business awards and recognition programs	<ul style="list-style-type: none"> Review of community and business awards programs completed One round of revised awards delivered 	We completed the full review of the community and business awards and drafted a proposal to bring them together as one <i>Glen Eira Awards</i> program. <i>Volunteer Recognition</i> would continue as a standalone event, with a small <i>Citizen of the Year</i> networking event planned for 2026 ahead of the combined program launch in 2027. We also delivered the <i>2025 Business Excellence Awards</i> , meeting the requirement to deliver one round of revised awards this year.	In progress ●

STRATEGIC OBJECTIVE 1.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.3.7 Commence <i>Welcoming Cities</i> membership to advance our community so everyone can belong and participate in social, cultural, economic and civic life ❤️🔑	<ul style="list-style-type: none"> Participation in <i>Welcoming Cities</i> forums Development of intercouncil social cohesion forum explored Capacity building of Council and community leader representatives 	<p>We started exploring what joining <i>Welcoming Cities</i> could mean for Glen Eira, including how the program's requirements align with our priorities around belonging, social cohesion and inclusion.</p> <p>We are also looking at how accreditation could connect with the <i>Diversity and Inclusion Framework</i> now in development.</p>	In progress ●
1.3.8 Engage with individuals and organisations who are at high-risk of experiencing the impacts of climate change to assist them to protect themselves ❤️	<ul style="list-style-type: none"> Engage with at least three at risk groups Identify the barriers faced by those most at risk of experiencing the impacts of climate change Plan developed 	<p>We engaged with more than 100 older residents at the <i>Glen Eira Healthy Ageing Expo</i>, sharing practical ways to stay safe during extreme heat.</p> <p>A Heat Vulnerability Assessment is underway, with results due in the third quarter of 2025–2026. Procurement has begun for a Climate Vulnerability Assessment to identify high-risk groups, with a provider to be appointed in the same period. These projects will inform a targeted plan to support those most at risk from climate impacts.</p>	In progress ●

STRATEGIC OBJECTIVE 1.4 OUR COMMUNITY HAS IMPROVED PHYSICAL AND MENTAL HEALTH AND WELLBEING

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> increase collaboration and partnerships to enhance the health, wellbeing and resilience of the community raise awareness of issues impacting our community, such as mental health, cost-of-living pressures, affordable housing, and homelessness 	<ul style="list-style-type: none"> Maintain or increase Glen Eira Leisure <i>Every Body Active</i> support hours  Maintain or increase Glen Eira Leisure membership Decrease self-reported psychological distress Increase residents meeting physical activity guidelines 	<ul style="list-style-type: none"> From July to December, bookings for the <i>Every Body Active</i> program grew by 2.73 per cent, showing steady community demand. Session lengths shifted towards shorter one-hour bookings, which meant total support hours delivered were slightly lower for the period.  Monitor Our Glen Eira Leisure membership base remains strong and well balanced. Growth in our health and fitness memberships is helping to offset lower than expected swim school enrolments.  On track Self-reported psychological distress is released every three years.  Other Residents meeting physical activity guidelines are released every three years.  Other

STRATEGIC OBJECTIVE 1.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.4.1 Develop a revised approach to our planning for passive and active recreation in Glen Eira ♥	<ul style="list-style-type: none"> Review of <i>Glen Eira GET Active</i> conducted Review of <i>Glen Eira Active Recreation Action Plan</i> conducted Revised approach presented to Council 	<p>We've drafted an internal framework to guide decision-making across all recreation plans and masterplans. Further consultation will take place before the framework is applied annually to inform recommendations to Council through the budget process.</p> <p>This work supports the reviews of <i>Glen Eira GET Active</i> and the <i>Active Recreation Action Plan</i>, and will shape a revised approach to passive and active recreation planning.</p>	<p>In progress</p> 
1.4.2 Partner with local providers and community groups to deliver initiatives that help homeless individuals access essential services and find stability ♥🔑	<ul style="list-style-type: none"> Homelessness protocol developed and endorsed by Council Partnerships with local providers and community groups established Advocacy campaign 	<p>We drafted a homelessness protocol in partnership with local providers and held a forum to hear directly from service partners and people with lived experience.</p> <p>We also prepared a detailed homelessness advocacy paper to ensure community needs are clearly represented in future advocacy and partnership work.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 1.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.4.3 Partner with Bicycle Network to promote the health benefits of walking and cycling to school	<ul style="list-style-type: none"> At least one school cycling event held 	<p>We're partnering with Bicycle Network to support active travel to school. Coatesville Primary School and Caulfield Junior College will take part in <i>Active Paths</i> student workshops in early 2026, with safe-route maps and wayfinding decals to follow.</p> <p>We have also called for school participation in the third year of <i>Glen Eira Open Streets</i>. Caulfield Junior College will host events in March that temporarily close nearby streets during drop-off and pick-up times.</p> <p>The program continues to show strong community benefits and has increased active travel participation across Glen Eira and other Melbourne schools.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 1.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.4.4 Promote and deliver campaigns that support improved health and wellbeing for all ♥	<ul style="list-style-type: none"> Free <i>Active Communities</i> program delivered Skin checks provided Hearing checks conducted Body scans offered Group exercise and wellness classes delivered 	<p>We delivered 50 free <i>Active Communities</i> sessions each week in November and December 2025, supporting residents to stay active and connected. The program will expand in March with additional class options.</p> <p>Free hearing checks were completed across community facilities and will continue through the second half of the year.</p> <p>Free skin checks will be offered in the coming months and body scans will commence in 2026.</p> <p>There was a strong demand for group exercise and wellness classes, with 215,997 bookings from July to December 2025.</p>	<p>In progress</p> 
1.4.5 Co-design a wellbeing initiative for youth to help address mental health and social connection ♥	<ul style="list-style-type: none"> Report on program design delivered Initiative delivered 	<p>Work to co-design a new youth wellbeing initiative will begin once the Youth Engagement Team is established in 2026. The initiative will draw on findings from the 2025 <i>Youth Engagement Survey</i>.</p> <p>Planning and scoping will occur through 2025–2026, with some early projects delivered this year.</p>	<p>Not started</p> 

STRATEGIC OBJECTIVE 1.5

OUR COMMUNITY BENEFITS FROM THE PROMOTION OF HEALTHY LIFESTYLES AND THE PREVENTION OF HARM AND ILL-HEALTH

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> raise community awareness of the harms from tobacco and vaping, alcohol and gambling and preventable illness promote healthy lifestyles by sharing information and encouraging behaviour change strengthen gender equity and prevention of family violence and all forms of violence against women and children 	<ul style="list-style-type: none"> 73 per cent or greater participation in maternal child health programs Maintain or increase immunisation attendances We will work to develop an indicator to measure prevention, promotion, participation and gender equity in programs over the life of the plan 	<ul style="list-style-type: none"> Participation in our maternal and child health programs was 71.2 per cent, slightly below target. We expect participation to return to target. <ul style="list-style-type: none"> ● Monitor From July to December, our immunisation program recorded 2,091 attendances. We may see increased demand during a season of elevated influenza A and B. <ul style="list-style-type: none"> ● Monitor Work to develop this strategic indicator to measure prevention, promotion, participation and gender equity in programs is underway. <ul style="list-style-type: none"> ● Other

STRATEGIC OBJECTIVE 1.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.5.1 Design and implement a program of initiatives to prevent all forms of gendered violence ❤️🔑	<ul style="list-style-type: none"> Community education initiatives delivered Partnerships fostered including Women's Health in the South East Internal training designed and delivered Advocacy campaign delivered Advocacy events held 	<p>We delivered the <i>16 Days of Activism</i> campaign, hosted a <i>Tomorrow Man</i> workshop and joined the <i>Walk Against Family Violence</i> to promote respect and prevent gendered violence.</p> <p>We strengthened our partnership with Women's Health in the South East, who briefed Councillors on local government's prevention role.</p> <p>We updated our <i>Family Violence Prevention in the Community Policy</i> and Statement of Commitment. We ran a communications campaign throughout the period to reinforce shared responsibility for preventing gendered violence.</p>	In progress ●
1.5.2 Design and implement a targeted advocacy and education campaign to reduce the impact of gambling-related harm ❤️	<ul style="list-style-type: none"> Advocacy campaign developed Community education program developed Partnerships with organisations formed to enable information sharing 	<p>We strengthened our advocacy and education work to reduce gambling-related harm by renewing our leadership membership with the Alliance for Gambling Reform. We co-signed a joint advocacy letter opposing carded play and pre-commitment trials. We promoted <i>Gambling Harm Awareness Week</i> across our channels and continued sector collaboration through the Alliance for Gambling Reform and Victorian Local Government Association working groups, contributing to a submission calling for improvements to the Electronic Gaming Machine application process.</p>	In progress ●

STRATEGIC OBJECTIVE 1.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
1.5.3 Promote healthy eating by prioritising nutritious food and drink options at Council-run events to support healthy food environments in community settings ♥	<ul style="list-style-type: none"> • Healthy alternatives available at outdoor events • Healthy alternatives promoted as part of advertising 	We offer a range of healthier food and drink options at Glen Eira outdoor events. We're working with vendors to prioritise choices, such as fresh food, salads and juices. These options are also highlighted in event promotion to support healthy eating in our community.	In progress ●
1.5.4 Promote healthy lifestyles through education, service and programming ♥	<ul style="list-style-type: none"> • Four campaigns promoting Glen Eira Libraries and what they offer, including Library of Things • Maternal and child health healthy lifestyle programs delivered with consideration for the diverse needs of our community, including those who may face barriers to access or participation 	<p>Seasonal library programs continue every three months across digital and print channels. Targeted promotions for major initiatives, including the <i>My Brother Jack Awards</i> and <i>BIG Summer Read</i>, are sent to schools. Monthly e-news reaches over 23,000 subscribers. Autumn program planning is underway, and the Library of Things has expanded to Caulfield with new promotional materials.</p> <p>Maternal and Child Health continues to deliver accessible healthy lifestyle and early years programs, including <i>Nature Play</i>, <i>Mother Goose</i>, infant nutrition sessions, father-focused support, Lamm Library weekly playgroups and <i>GEMS</i> program connecting families experiencing vulnerability with information, support and community connection.</p>	In progress ●



STRATEGIC DIRECTION 2: DIVERSE, WELCOMING AND ACCESSIBLE PLACES

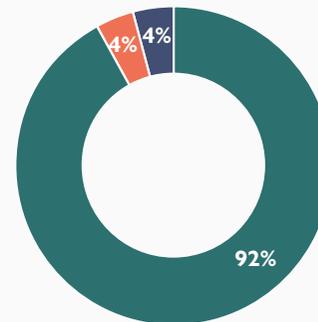
We want Glen Eira to be a place where everyone feels safe and welcome, where public spaces bring people together, and where neighbourhoods reflect the diversity of our community. Whether it's enjoying a local park, catching up at a café or moving easily through our streets — every resident should feel that they belong here.

We continue to make strong progress in creating safer, more accessible and more welcoming places for everyone. From July to December 2025, we upgraded open spaces, improved accessibility at community facilities, renewed footpaths and delivered important safety works near schools and shopping areas. Local libraries remain popular with more than 300,000 visits and new projects such as the Mackie Road Reserve Pavilion, The Elsternwick Club open space plan and improvements across our parks and playgrounds are well underway. Retail precincts are also thriving, with a high occupancy rate and ongoing improvements to streetscapes, lighting and public amenity.

We've heard from thousands of community members on issues, such as parking, local transport and neighbourhood planning, and this feedback continues to guide our work. Major cycling and walking connections are progressing, upgrades to the Frankston Rail Trail and Glen Eira Green Link are in design, and safety patrols and local law enforcement remain active across our parks and public spaces. Heritage protection, housing advocacy and planning for long-term community infrastructure are also advancing. Together, these projects are helping to ensure Glen Eira remains a vibrant, connected and inclusive place for all.

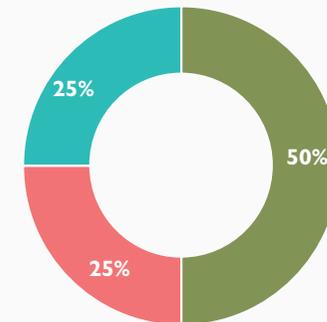
HOW WE'RE TRACKING

Actions



- **In progress (23)**
Work is actively underway and progressing
- **Monitor (1)**
The action does not meet target and requires closer monitoring
- **Completed (1)**
The action has been delivered

Strategic indicators



- **On track (8)**
Indicators that currently meet target
- **Monitor (4)**
Indicators that do not meet target and require monitoring
- **Annual (4)**
Indicators that are measured once a year

STRATEGIC OBJECTIVE 2.1 OUR GREEN OPEN SPACES AND COMMUNITY FACILITIES ARE WELL USED, WELL LOCATED AND ACCESSIBLE

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance our parks, gardens, playgrounds and open spaces so they are inclusive, sustainable and responsive to community needs ensure equitable access to our facilities for women and girls progress the development of new public open space, advocating for funding to other levels of government advocate for greater access and the development of community infrastructure at the Caulfield Racecourse Reserve, working with the Caulfield Racecourse Reserve Trust, Melbourne Racing Club and emerging stakeholders 	<ul style="list-style-type: none"> Maintain or increase investment in disability (non-visible and visible) access improvements Maintain or increase library visits per head of population Increase community open space facility bookings Maintain or increase investment in open space Maintain or increase community satisfaction with Recreation Facilities 	<ul style="list-style-type: none"> We are progressing several disability access improvement projects. The actual spend is tracking below forecast and requires monitoring. <ul style="list-style-type: none"> Monitor Our libraries welcomed more than 300,000 visits between July and December 2025, an increase of 15,000 visits compared with the same period in 2024. This steady growth shows strong community use of our library spaces and services. <ul style="list-style-type: none"> On track We are tracking above our target with 2,870 bookings between July and December 2025. Community groups and residents continue to use our open spaces for a wide range of events and activities. <ul style="list-style-type: none"> On track Our investment in open space is progressing through design and early delivery. The actual spend is tracking below forecast and requires monitoring. <ul style="list-style-type: none"> Monitor Community satisfaction with recreation facilities is reported annually. Progress will be available in our <i>Annual Report</i>. <ul style="list-style-type: none"> Annual

STRATEGIC OBJECTIVE 2.1

Continued

Major initiatives

Action	Deliverable	Progress
2.1.1 Begin construction of the Mackie Road Reserve Pavilion Bentleigh East	<ul style="list-style-type: none"> Demolition of the existing facility Construction of a new pavilion to accommodate the growing needs of tenant sports clubs including: <ul style="list-style-type: none"> (a) catering for growing female participation, (b) increasing junior participation and (c) club social activities. This project is in partnership with the Victorian Government 	<p>We are preparing the permit applications needed to begin construction of the new Mackie Road Reserve Pavilion and demolish the existing building.</p> <p>We're also waiting for the service authorities to complete the power disconnection at the current pavilion, which must occur before demolition can start.</p> <p>Once this step is finished, we will begin work on the new pavilion that will support growing female and junior participation and provide improved social spaces for clubs.</p> <p>● In progress</p>

STRATEGIC OBJECTIVE 2.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.1.2 Construct a dog park at Orange Street, Bentleigh East in partnership with the Victorian Government ❤️	<ul style="list-style-type: none"> Dog park at Orange Street, Bentleigh East open to the community 	Design for the new dog park at Orange Street, Bentleigh East is being finalised following community consultation. Procurement and construction will follow once the design is complete, with the project progressing toward opening the space for the community.	In progress ●
2.1.3 Provide access to promote inclusion and diversity within our facilities in response to community needs and in consultation with disability (non-visible and visible) groups on design ❤️🔑	<ul style="list-style-type: none"> Works to improve existing building accessibility of McKinnon Hall, Moorleigh Village, Bentleigh East and Glover Street, Bentleigh East Kindergarten to comply with <i>Disability Discrimination Act</i> (DDA) requirements Empathetic parking bays installed to support people with disabilities, seniors and parents with pram to access parks, reserves and community facilities at 21 locations in Murrumbeena, Carnegie, Ormond, Elsternwick, Caulfield East and Bentleigh East 	<p>Accessibility upgrades are progressing across Glen Eira. The Town Hall Service Centre entrance works have been awarded and are scheduled for February–March 2026. Plans for Moorleigh Community Village are complete and moving to procurement in February. At McKinnon Hall, minor access improvements are being installed and design work for the entrance upgrade continues. A <i>Disability Discrimination Act</i> audit is underway at Glover Street Kindergarten.</p> <p>Installation and construction of empathetic parking bays at seven locations are progressing well. Design plans have been finalised and notification with affected community members has been undertaken. Work is expected to begin in the coming months.</p>	In progress ●

STRATEGIC OBJECTIVE 2.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.1.4 Advocate to maximise the access to, and the development of community and open space infrastructure on the Caulfield Racecourse reserve ♥	<ul style="list-style-type: none"> Work with the Caulfield Racecourse Reserve Trustees, Melbourne Racing Club and emerging stakeholders/property partners to deliver improved access to the Caulfield Racecourse reserve including: <ol style="list-style-type: none"> upgrades to existing tunnels for improved cyclist and pedestrian access, new access points 'new outer track' around the perimeter of the reserve, consistent with the vision of the <i>Caulfield Structure Plan</i> 	<p>Access pathway and fencing upgrades within Glen Huntly Park are now complete. These works lay the groundwork for longer-term improvements to cyclist and pedestrian access.</p> <p>We continue to advocate for stronger community access and open space outcomes as part of the proposed Mt Scopus redevelopment and the proposed Melbourne Football Club training facility. This includes seeking improved access to the racecourse infield, identifying new access points and progressing the concept for a 'new outer track' around the reserve, consistent with the <i>Caulfield Structure Plan</i>.</p>	In progress ●
2.1.5 Explore opportunities for new public open spaces in areas lacking in accessible space, to serve our current and future community ♥	<ul style="list-style-type: none"> Endorsed landscape concept plans for The Elsternwick Club future open space, which provide a range of activities, social elements and biodiversity enhancements Prepare a report for Council on the investigation into temporary open space options 	<p>Landscape concept plans for The Elsternwick Club have now been endorsed by Council and were strongly supported by the community. The plans outline a future open space that offers recreation opportunities, social areas and improved biodiversity.</p> <p>We have also considered the report on opportunities for temporary open space. Following this, we are in discussions with landowners to identify suitable sites and understand the conditions that may support short-term community use.</p>	In progress ●

STRATEGIC OBJECTIVE 2.2 OUR PLACES ARE SAFE, HEALTHY AND VERSATILE

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • deliver facilities and infrastructure that encourage community health and wellbeing including parks, footpaths, facilities and support for participation in sport and recreation • undertake planning to ensure our community facilities and infrastructure meets our needs now and into the future balancing community benefit and long-term financial sustainability • develop plans to enhance and activate the Town Hall Precinct in Caulfield as a thriving community hub • increase community awareness of our community facilities and infrastructure 	<ul style="list-style-type: none"> • Maintain or increase community satisfaction with enforcement of local laws • Enhance amenity and safety through public space patrols • Increase community room bookings 	<ul style="list-style-type: none"> • Community satisfaction with enforcement of local laws is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual • We carried out 4,500 patrols across parks and reserves from July to December 2025. These regular patrols help keep our public spaces safe and welcoming. ● On track • We are on track for community room bookings with 3,455 bookings recorded for the period. Community groups and residents continue to use these spaces for meetings, programs and local activities, and we expect demand to build over the remainder of the year. ● On track

STRATEGIC OBJECTIVE 2.1

Continued

Major initiatives

Action	Deliverable	Progress
2.2.1 Works to improve safety around schools and shopping centres — construct safety features in seven locations	<ul style="list-style-type: none"> • Completion of works including: <ul style="list-style-type: none"> (a) Roundabout works at the Patterson Road-Allnut Street-Mitchell Street roundabout, Bentleigh (b) Intersection works along Glen Huntly Road, Elsternwick, which aim to reduce vehicle speeds and provide a continuous footpath connection across the side road intersections. (c) Speed humps on Adrian Street at Celia Street, Bentleigh East (d) Splitter islands at intersections in four locations in Elsternwick (e) Works including lighting, line marking and signage changes at Marara Road-Narrawong Road, Caulfield South (f) Safety treatments around Coatesville Primary School, Bentleigh East and (g) Traffic improvements in Cecil Street, Bentleigh East. 	<p>Safety upgrades across seven locations are progressing well.</p> <ul style="list-style-type: none"> (a) Designs for the works at the Patterson Road-Allnut Street-Mitchell Street roundabout, Bentleigh are nearing completion, with construction to begin in the coming months. (b) Designs for the raised crossings works along Glen Huntly Road, Elsternwick, which aim to reduce vehicle speeds and provide a continuous footpath connection across the side road intersections are nearing completion, with construction to begin in the coming months. (c) Speed humps on Adrian Street at Celia Street, Bentleigh East have been completed. (d) Splitter islands at intersections in four locations in Elsternwick have been completed. (e) Designs for improvement works, including lighting, line marking and signage changes at Marara Road-Narrawong Road, Caulfield South, are complete and ready for construction. (f) Designs for safety treatments around Coatesville Primary School, Bentleigh East are complete and ready for construction. (g) Designs for traffic improvements in Cecil Street, Bentleigh East are complete and ready for construction. <p>● In progress</p>

STRATEGIC OBJECTIVE 2.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.2.2 Improve facilities at Packer Park, Carnegie	<ul style="list-style-type: none"> Upgrade 3-bay cricket net training facility to a 5-bay multipurpose facility with a basketball ring and futsal goals. Relocation of the existing golf cage facility. 	Works at Packer Park were completed in December 2025. The upgraded five-bay multipurpose training facility is now open to the community. The golf cage has also been successfully relocated.	Complete ●
2.2.3 Renew playgrounds to enhance accessibility and safety	<ul style="list-style-type: none"> Completion of playground renewals at Victory Park, Bentleigh, Greenmeadows Gardens, St Kilda East, Packer Park, Carnegie and Glen Huntly Park 	Playground audits have been completed and the audit report is now being reviewed to identify priority improvements at Victory Park, Greenmeadows Gardens, Packer Park and Glen Huntly Park. This review will guide the upcoming renewal works to improve safety and accessibility for families.	In progress ●
2.2.4 Develop a <i>Community Infrastructure Plan</i> to respond to current and emerging community needs	<ul style="list-style-type: none"> <i>Community Infrastructure Plan</i> developed Draft plan presented to Council 	<i>Community Infrastructure Plan</i> development is progressing but behind schedule. Key groundwork is complete, including information analysis, the Seniors Position Paper and a Gender Impact Assessment. Current work includes the human services needs analysis, <i>Early Years Infrastructure Plan</i> and community engagement planning, with the draft <i>Plan</i> due by June 2026.	Monitor ●

STRATEGIC OBJECTIVE 2.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.2.5 Plan for Town Hall in Caulfield precinct to optimise connectivity, access and community use	<ul style="list-style-type: none"> Stage one <i>Caulfield Civic Precinct Masterplan</i> Improve site connectivity and access Enhance green spaces Ensure adaptive re-use of existing assets 	<p>Work is progressing on the <i>Landscape and Placemaking Plan</i> for the Caulfield Town Hall precinct. Early investigations, including site surveys, <i>Disability Discrimination Act (DDA)</i> compliance audits and adaptive re-use planning, are underway. Buildings are being prepared for future works.</p> <p>The next stage includes finalising technical inputs, the <i>DDA</i> compliance audit and developing the plan, which will guide improvements to green spaces, pathways and community areas to enhance access and community use.</p>	In progress 
2.2.6 Develop and adopt a public lighting policy	<ul style="list-style-type: none"> Public lighting policy adopted 	<p>We've drafted a public lighting policy to guide future investment decisions that improve community safety, amenity and wellbeing. The draft draws on existing masterplans, benchmarking and adopted strategies. Community consultation is planned for the second half of the 2025–2026 financial year before the policy is finalised and presented to Council.</p>	In progress 

STRATEGIC OBJECTIVE 2.3 OUR VIBRANT AND CLEAN ACTIVITY CENTRES SUPPORT A THRIVING LOCAL ECONOMY

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> collaborate with local traders' associations, business networks and community groups to revitalise shopping strips, deliver improvements to local amenity and encourage economic activity enhance the appeal, amenity, cleanliness and accessibility of our activity centres adopt a holistic approach to economic development including consideration of wellbeing economy principles 	<ul style="list-style-type: none"> Maintain or increase retail occupancy rate Maintain community satisfaction with the appearance of public areas Maintain or increase investment in activity centres Maintain or increase the frequency of our cleansing services within our Activity Centres 	<ul style="list-style-type: none"> Our December 2025 vacancy audit shows a retail occupancy rate of 92.2 per cent. This strong result reflects ongoing stability across our shopping strips and activity centres, and we will continue working with local traders and property owners to support healthy retail activity throughout the year. <ul style="list-style-type: none"> ● On track Community satisfaction with the appearance of public areas is reported annually. Progress will be available in our <i>Annual Report</i>. <ul style="list-style-type: none"> ● Annual Our Activity Centre investment is progressing through design and early delivery. The actual spend is tracking below forecast and requires monitoring. <ul style="list-style-type: none"> ● Monitor Our cleansing services in Activity Centres met expected levels from July to December 2025 with 100 per cent delivery. We maintained footpath pressure washing and kerb-and-channel schedules to keep these areas clean and welcoming for the community. <ul style="list-style-type: none"> ● On track

STRATEGIC OBJECTIVE 2.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.3.1 Deliver improvements to Bentleigh Activity Centre streetscape	<ul style="list-style-type: none"> Improve footpaths, garden beds, street trees and seating areas along Centre Road near Thomas Street, Bentleigh 	After community engagement in 2025, we finalised the designs for the streetscape improvements along Centre Road near Thomas Street. We will deliver stage one in mid-2026, covering the section between Cairnes Grove and Lorraine Street. Our procurement process is almost complete and works are scheduled to start in April 2026 when planting conditions are most suitable.	In progress ●
2.3.2 Complete streetscape and public toilet upgrades to Staniland Grove, Elsternwick ❤️	<ul style="list-style-type: none"> Improvements to footpaths, garden beds and street trees completed Seating areas completed Construction of new public toilet facility completed 	<p>We have finalised the designs for the Staniland Grove upgrades following two rounds of community feedback. At the end of 2025, we released a public tender to appoint a contractor to build the new public toilet facility and we are now seeking quotations for the shade structure.</p> <p>We are on track to deliver the streetscape works in early to mid-2026. These works include improved footpaths, new street furniture, a shade structure, landscaping and the construction of the new public toilet facility.</p>	In progress ●

STRATEGIC OBJECTIVE 2.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.3.3 Deliver stage one of the Koornang Road streetscape revitalisation project in the Carnegie Activity Centre	<ul style="list-style-type: none"> Delivery of stage one upgrades to the public seating areas in one kerb outstand on Koornang Road including upgrades to the footpath, street furniture and landscaping Preparation of draft <i>Masterplan</i> for the commercial strip between Neerim and Dandenong Road, Carnegie 	<p>Following community engagement in 2025, we finalised the design for small public space upgrades at one kerb outstand on Koornang Road. Stage one is on track for delivery in mid-2026 and will include new pavements, improved street furniture and landscaping.</p> <p>We are also preparing a draft <i>Masterplan</i> for the commercial strip between Neerim Road and Dandenong Road. This work reflects community and trader feedback and includes further investigations into greening, vehicle movements and pedestrian safety.</p>	In progress 
2.3.4 Deliver the second year actions of the <i>Glen Eira Economic Development Action Plan 2024–26</i>	<p>All second year actions delivered, including:</p> <ul style="list-style-type: none"> (a) Business support and engagement (b) Vibrant activity centre and community activations (c) Strategic partnerships and inclusive economic development 	<p>We delivered most second year actions in the <i>Glen Eira Economic Development Action Plan</i>. Our programs strengthened local businesses through mentoring, training, networking and the <i>Business Excellence Awards</i>. We also updated economic profiles, monitored vacancies and improved key public spaces to support thriving activity centres. We advanced inclusive economic development by building new partnerships and designing a youth entrepreneurship pilot.</p>	In progress 

STRATEGIC OBJECTIVE 2.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.3.5 Implement year three actions from the <i>Glen Eira Placemaking Strategy 2023–27</i>	<p>Third year actions delivered including:</p> <ul style="list-style-type: none"> (a) Round two of the <i>Community Place Projects</i> (b) Signage along the Boyd Family Walking Tour installed (c) Caulfield rail underpass murals and (d) Deliver a First Peoples' public art project in one activity centre. 	<p>We completed engagement for the <i>Community Place Projects</i> and selected three community-led projects for delivery by June 2026.</p> <p>We installed new signage along the Boyd Family Walking Tour, including footpath decals and a new sign in Boyd Park.</p> <p>We are finalising an agreement with Metro to paint the Caulfield rail underpasses, with colourful designs ready to improve safety, amenity and reduce graffiti.</p> <p>We're also progressing a First Peoples' public art project in Elsternwick, with site approvals secured and artist engagement underway with the Bunurong Land Council Aboriginal Corporation.</p>	<p>In progress</p> 
2.3.6 Review parking management in Carnegie, Elsternwick and Bentleigh activity centres to help people find spaces, improve turnover and support funding for local upgrades.	<ul style="list-style-type: none"> • Community consultation report • Parking management options recommended for Council's consideration • Commence implementation 	<p>We heard from almost 5,000 community members about parking in Carnegie, Elsternwick and Bentleigh. Council discussed the parking approach at its meeting on 16 December 2025.</p> <p>Council endorsed a staged approach focused on fairness and better data, including introducing smart parking sensors. No user-pays parking will be introduced in the next 12 months.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 2.4 OUR PLACES ARE WELL CONNECTED BY A VARIETY OF TRANSPORT OPTIONS

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> increase and enhance walking, cycling, active and accessible transport options such as footpaths, shared paths, bike parking, crossings, wayfinding and lighting advocate to the Victorian Government for more accessible bus and tram stops and improved actual and perceived safety at stops for all users advocate to the Victorian Government to improve public transport frequency, reliability, operating hours, connections, real time information, access to Bentleigh East and connecting key nodes in the southern part of the City 	<ul style="list-style-type: none"> Increase community satisfaction with the condition of local streets and footpaths in your area Maintain or increase investment in active travel 	<ul style="list-style-type: none"> Community satisfaction with the condition of local streets and footpaths in your area is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Our active travel investment is underway, with cycling infrastructure, bike parking and integrated transport projects progressing through design and early delivery. The actual spend is tracking below forecast and requires monitoring. ● Monitor

STRATEGIC OBJECTIVE 2.4

Continued

Major initiatives

Action	Deliverable	Progress
2.4.1 Spend over \$2 million in our footpath renewal program including repair and replace broken footpaths in priority locations	<ul style="list-style-type: none"> Enhancement of Council's footpath network condition through the delivery of the footpath renewal program Minimum 10,000 square metres of footpaths renewed Minimum 22,000 trip hazards removed by mechanical grinding 	<p>We have marked all scheduled footpath renewal works on site for this financial year. Works are underway with our contractors. We have renewed 6,500 square metres of footpaths — that's about the size of 15 basketball courts.</p> <p>Following requests from traders, we have rescheduled renewal works on Glen Huntly Road between Nepean Highway and Orrong Road to start in early 2026.</p> <p>Works on Normanby Road South, between Queens Avenue and Caulfield Station, will begin in January 2026.</p> <p>We are progressing reactive footpath repairs across a range of locations. We removed 7,500 trip hazards through mechanical grinding, improving accessibility for people walking in our community.</p> <p> In progress</p>

STRATEGIC OBJECTIVE 2.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.4.2 Deliver a detailed design to improve cycling connections between Queens Avenue, Caulfield East and the Djerring Trail ♥	<ul style="list-style-type: none"> Changes identified for line-marking, traffic signals and minor kerb adjustments Intersection upgrades delivered for Normanby Road, Caulfield North Queens Avenue Caulfield North underpass improvement delivered <p>Note: Design approved for construction in 2025/26 financial year</p>	<p>We have prepared a detailed design to improve the cycling connection between Queens Avenue and the Djerring Trail. This design responds directly to community feedback about safety risks at the intersection. It has passed a Road Safety Audit and traffic modelling, and it has been reviewed by the Department of Transport and Planning.</p> <p>We will continue working with the local community in early 2026 and will finalise the detailed design by June 2026, informed by the feedback we receive.</p>	In progress ●
2.4.3 Improve condition of Council roads and footpaths guided by the <i>Roads Asset Management Plan</i>	<ul style="list-style-type: none"> Completion of the road reconstruction program planned at: Lord Street, Caulfield East and Maple Street, Caulfield South 44,000 sqm of roads resurfaced in 23 streets along with footpaths, kerb and channel and drainage, signs and other operational works completed Communication with the community to help them understand the roads that Council has control over 	<p>The reconstruction contract for Maple Street has been awarded, with works starting in March 2026. The Lord Street reconstruction tender will be released in January 2026, with works scheduled to begin in March–April 2026.</p> <p>These projects form part of our broader program to improve local road condition and safety.</p>	In progress ●

STRATEGIC OBJECTIVE 2.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.4.4 Deliver stage one of the Frankston Rail Trail upgrades to improve the safety and journey experience for people walking and riding ♥	<ul style="list-style-type: none"> New traffic calming treatments and bike stencils between Centre and South Roads, Bentleigh Ramps on and off existing shared use paths New signs 	<p>Designs for stage one of the Frankston Rail Trail safety improvements were finalised following community consultation in 2025.</p> <p>The project will improve safety and accessibility along this key cycling connection through new road markings for a shared lane, a speed hump, ramps and updated signage.</p> <p>Delivery is planned for the first half of 2026.</p>	In progress ●
2.4.5 Design and deliver active transport and landscape improvements along the trainline in Elsternwick to make it easier for people riding bikes and safer for all users (Glen Eira Green Link) ♥🔑	<ul style="list-style-type: none"> Landscaping and active travel safety improvements delivered including: <ol style="list-style-type: none"> Transport and landscaping design completed Ramps, line-markings and signs at the entrance to Ripon Grove from Hotham Street, Elsternwick Landscaping improvements along Rippon Grove and the railway fence 	<p>Stage one concept designs for the Glen Eira Green Link are complete. The designs deliver safety, landscaping and biodiversity improvements to the cycling connection between Hotham Street and Rippon Grove.</p> <p>We will seek feedback from the Green Line Alliance in early 2026.</p> <p>We expect to deliver the project by June 2026.</p>	In progress ●

STRATEGIC OBJECTIVE 2.5

WE HAVE DIVERSE HOUSING OPTIONS WHILE MAINTAINING LOCAL NEIGHBOURHOOD

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> advocate to the Victorian Government for housing diversity outcomes that maintain our unique local identity advocate for improved social and affordable housing outcomes increase our advocacy to all levels of government to take action on housing stress and housing diversity in our community 	<ul style="list-style-type: none"> Maintain or decrease the percentage of canopy tree removal permits issued Increase the number of heritage places and precincts identified 	<ul style="list-style-type: none"> We have approved 92 per cent of canopy tree removal permit applications under the Local Law. Some applicants withdrew their requests after speaking with our officers, which helped protect more established trees. We expect some variation in this measure as the Victorian Government introduces broader canopy protection requirements into the state planning scheme. <ul style="list-style-type: none"> ● On track We exhibited heritage amendments covering 76 new places in Caulfield South and Gardenvale, including three precincts and one group listing. We also exhibited 95 new places in Caulfield North, including four precincts. Work has started on a heritage review of Murrumbeena to identify further places for protection. <ul style="list-style-type: none"> ● On track

STRATEGIC OBJECTIVE 2.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
2.5.1 Advocate to both the Victorian and Australian Governments for social and affordable housing initiatives	<ul style="list-style-type: none"> Partnerships with registered housing providers to deliver social and affordable housing options Advocacy with Victorian and Australian Governments conducted 	We met with the Victorian and Australian Governments to advocate for more investment in social and affordable housing in Glen Eira. Our advocacy paper has helped clarify funding opportunities, local housing demand and forecasting unmet affordable housing needs. We are continuing to push for redevelopment of key priority sites. We also emphasised the need for community health and wrap around services to support residents near social and affordable housing developments.	In progress ●
2.5.2 Assess and protect places of heritage significance	<ul style="list-style-type: none"> Murrumbeena heritage review completed Planning scheme amendments commenced to implement the Caulfield North and Caulfield South/Gardenvale heritage review recommendations 	The Murrumbeena Heritage Review is 85 per cent complete. We will present the review to Council for adoption quarter four 2025–2026. Once adopted, we will begin the planning scheme amendment process.	In progress ●
2.5.3 Facilitate and advocate for quality urban planning outcomes for our City	<ul style="list-style-type: none"> Continued advocacy to Victorian Government for the authorisation of Council's <i>activity centre structure plan</i> and heritage amendments to provide clarity around housing growth in our major activity centres Active participation and advocacy for acceptable planning outcomes through the Victorian Government's <i>activity centre plans</i> 	We continued to advocate to the Victorian Government's <i>Activity Centre Program</i> for high-quality planning outcomes across our major activity centres. We submitted feedback on the draft plans for Carnegie, Murrumbeena and Hughesdale in October 2025 and continue to work with the Department of Transport and Planning as the plans progress.	In progress ●



STRATEGIC DIRECTION 3: ENVIRONMENTAL STEWARDSHIP

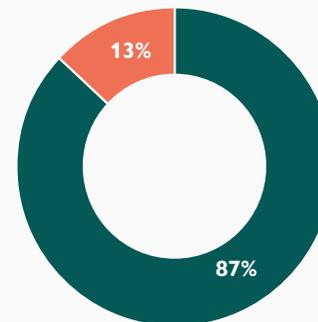
People across Glen Eira have told us they care deeply about the environment — our parks and gardens, our air and water, and the health of our streets and neighbourhoods. We know that acting on climate change, reducing waste and protecting biodiversity is essential not just for today, but for the generations to come.

We are continuing to strengthen our environmental work, with steady progress across projects that protect biodiversity, care for waterways and reduce emissions. From July to December 2025, we supported local species monitoring, delivered new waste-reduction programs and helped divert more than 15,000 tonnes of material from landfill. Tree planting was lower than planned due to supply issues, however new contracts are in place so planting can increase before the 2026 season. Clean-energy upgrades at key community buildings and the transition to electric vehicles are also well underway.

Community involvement remains strong through conservation working bees, litter clean-ups and waste-education programs. We are deepening our partnerships with Traditional Owners, embedding Caring for Country in local projects and expanding cultural perspectives in environmental work. While a few actions need closer monitoring, most initiatives are progressing and building a solid foundation for a cleaner and more sustainable future for everyone in Glen Eira.

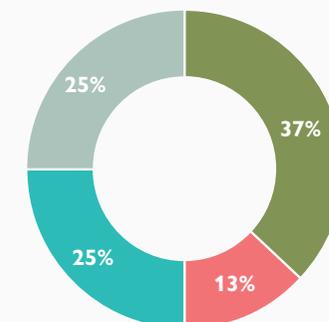
HOW WE'RE TRACKING

Actions



- **In progress (13)**
Work is actively underway and progressing
- **Monitor (2)**
The action does not meet target and requires closer monitoring

Strategic indicators



- **On track (3)**
Indicators that currently meet target
- **Monitor (1)**
Indicators that do not meet target and require monitoring
- **Annual (2)**
Indicators that are measured once a year
- **Other (2)**
Indicators are being established

STRATEGIC OBJECTIVE 3.1 OUR URBAN GREENERY AND BIODIVERSITY ARE ENHANCED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • advocate to the Victorian Government for housing diversity outcomes that maintain our unique local identity • advocate for improved social and affordable housing outcomes • increase our advocacy to all levels of government to take action on housing stress and housing diversity in our community 	<ul style="list-style-type: none"> • Maintain or increase trees planted annually, prioritising indigenous species where possible and appropriate • Maintain or increase indigenous trees and understory plantings 	<ul style="list-style-type: none"> • We planted 440 trees from July to December 2025. Tree planting numbers were lower than planned due to contractual and supply issues. We have now re-tendered the planting and establishment contract, with new works scheduled to begin before the 2026 tree planting season so we can continue increasing tree canopy across the City. <ul style="list-style-type: none"> ● On track • Indigenous trees and understory plantings are reported annually. Progress will be available in our <i>Annual Report</i>. <ul style="list-style-type: none"> ● Annual

STRATEGIC OBJECTIVE 3.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.1.1 Hold community indigenous planting events and indigenous plant giveaways in partnership with Traditional Owners	<ul style="list-style-type: none"> Community indigenous planting events held in collaboration Traditional Owners Community indigenous plant giveaways in collaboration Traditional Owners 	<p>We have continued engagement with Traditional Owners, who have expressed strong interest in partnering on community planting activities.</p> <p>We are developing proposals for indigenous planting events and plant giveaways in high-biodiversity areas to build our community's connection to nature and Caring for Country. These proposals will be presented to Traditional Owners in the coming months to confirm opportunities for collaboration.</p>	<p>Monitor</p> 
3.1.2 Carry out biodiversity surveys at target sites in Glen Eira to assess, prioritise and protect local flora and fauna	<ul style="list-style-type: none"> Biodiversity surveys conducted to assess local flora and fauna across identified target sites Commence development of management plans prepared for areas of significant biodiversity value 	<p>We took part in the <i>Great Southern Bioblitz</i> in October 2025, our community recorded 145 observations across 88 species in Glen Eira.</p> <p>We are now working with external experts to design biodiversity research and data collection programs at priority sites. This work will inform the development of management plans for areas with significant biodiversity value.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 3.2 OUR AIR AND WATERWAYS ARE HEALTHY

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> collaborate with our partners to raise community awareness and support and promote community education about preventing pollution and improving air quality encourage environmentally sustainable and water-sensitive urban design enhance our approach to integrated water management and stormwater systems 	<ul style="list-style-type: none"> Water sensitive urban design assets installed Air quality – during the term of this <i>Council Plan</i>, we will explore developing a strategic indicator for measuring/monitoring air quality in conjunction with actions within the <i>Climate Emergency Response Strategy</i> 	<ul style="list-style-type: none"> Water sensitive urban design assets are reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual We're investigating the best technology and methodology about how to measure and monitor local air quality as part of implementing the <i>Climate Emergency Response Strategy</i>. Work to develop an appropriate target will be undertaken during this <i>Council Plan</i> term, ensuring it aligns with actions in the <i>Strategy</i> and supports long-term community health and environmental outcomes. ● Other

STRATEGIC OBJECTIVE 3.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.2.1 Identify sources of air pollution impacting Glen Eira and develop an approach for Council to address them ❤️	<ul style="list-style-type: none"> Research commissioned to identify and analyse sources of harmful air pollutants across Glen Eira Research report identifying air pollution sources, and those that are the most harmful to our environment and community Report to Council recommending actions Council may take within its authority to address the research findings. 	<p>We've commissioned research to identify the main sources of air pollution in Glen Eira, including wood heaters, vehicles and bushfire smoke.</p> <p>The study report, due in quarter four of 2025–2026, will outline the most harmful pollutants and recommend actions we can take within our authority to address them.</p>	In progress ●
3.2.2 Educate and inform the Glen Eira community about protecting waterways from the impacts of litter and pollutants	<ul style="list-style-type: none"> Community events focussed on improving waterway health and litter reduction conducted Glen Eira approach to reduce litter impacting the Elster Creek developed connecting Brighton East to McKinnon 	We worked with the Elster Creek Collaboration to prepare a draft <i>Litter Action Plan</i> for endorsement in quarter three of 2025–2026. A range of awareness activities and community litter-clean-up events have also been delivered to help protect local waterways from litter and pollutants.	In progress ●
3.2.3 Work in partnership with Melbourne Water and Bayside, Kingston and Port Phillip Councils to review the <i>Elster Creek Catchment Flood Management Plan</i>	<ul style="list-style-type: none"> Updated draft <i>Elster Creek Catchment Flood Management Plan</i> developed 	The Elster Creek CEO Forum has endorsed the updated draft <i>Elster Creek Catchment Flood Management Plan 2026–2027</i> . We will continue working with Melbourne Water and neighbouring councils to finalise the <i>Plan</i> .	In progress ●

STRATEGIC OBJECTIVE 3.3 COUNCIL AND COMMUNITY EMISSIONS ARE REDUCED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> • deliver and enhance the accessibility of low-emission technologies across our assets and services through partnerships with others (e.g. EVs, solar, energy efficiency) • raise community awareness about reducing energy use, clean energy adoption and sustainable transport 	<ul style="list-style-type: none"> • Zero council emissions from natural gas, fuel, refrigerant and electricity usage by 2031 • Community emissions — during the term of this plan, we will explore developing a strategic indicator for measuring/monitoring community emissions in conjunction with actions within the <i>Climate Emergency Response Strategy</i> 	<ul style="list-style-type: none"> • We're progressing our zero council emissions pathway through the transition off gas program, supported by our investment in Victorian Energy Collaboration which supplies 100 per cent renewable, locally sourced electricity. <ul style="list-style-type: none"> ● Annual • We're exploring ways to measure community emissions during this <i>Council Plan</i> term. This work will align with the <i>Climate Emergency Response Strategy</i> and support future monitoring and reporting. <ul style="list-style-type: none"> ● Other

Major initiatives

Action	Deliverable	Progress
3.3.1 Complete getting off gas projects at seven priority locations	<ul style="list-style-type: none"> • Carnegie Library • Caulfield Park Pavilion, Caulfield North • EE Gunn Reserve and grandstand, Ormond • East Bentleigh Senior Citizens Centre • Marlborough Street reserve, Bentleigh East • McKinnon Kindergarten • Princes Park Caulfield South — DC Bricker Pavilion 	<p>We are progressing our transition off gas at seven seven priority sites. Upgrades at East Bentleigh Senior Citizens Centre, Marlborough Street Reserve Pavilion and McKinnon Kindergarten are complete.</p> <p>Carnegie Library is 60 per cent complete, with design and tender work underway.</p> <p>Designs for Caulfield Park Pavilion, EE Gunn Reserve and the DC Bricker Pavilion are yet to commence.</p> <ul style="list-style-type: none"> ● In progress

STRATEGIC OBJECTIVE 3.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.3.2 Commission a community climate emissions study to address emissions sources in support of our <i>Climate Emergency Response Strategy 2025–2029</i> ♥	<ul style="list-style-type: none"> Community climate emissions study commissioned Research report identifying sources of climate emissions Report to Council recommending actions within Council authority to address the research findings 	We have started detailed planning for the community emissions study and have engaged air-emissions expertise to support the project. We agreed on a staged scope of work and will progress each milestone based on data availability and successful completion of earlier steps.	In progress ●
3.3.3 Continue transitioning Council fleet from fossil fuelled to electric vehicles	<ul style="list-style-type: none"> Six fossil-fuelled vehicles replaced with electric vehicles 	We replaced five fossil-fuelled vehicles with electric vehicles this period and the final replacement is underway. This transition supports our move toward a cleaner, more sustainable fleet and helps reduce emissions across our operations.	In progress ●
3.3.4 Explore options for Council to consider to promote community uptake of electric vehicles	<ul style="list-style-type: none"> Documented approach established to define Council's position on how to best support community uptake of electric vehicles 	We contributed to a joint submission from the Victorian Greenhouse Alliances to the Victorian Legislative Council's Inquiry into electric vehicle (EV) charging. The submission highlighted the need for equitable access to EV charging, expanded financial support for households and small businesses, and further analysis to identify the most effective and fair charging infrastructure models.	In progress ●

STRATEGIC OBJECTIVE 3.4

WASTE TO LANDFILL IS REDUCED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance community awareness and participation in waste reduction and circular economy initiatives 	<ul style="list-style-type: none"> Increase waste diverted from landfill 	<ul style="list-style-type: none"> We diverted 15,118 tonnes of waste from landfill between July and December 2025, this is an increase and a positive sign we are on track. This includes materials collected through kerbside recycling, green waste bins and the booked hard-waste service. The amount diverted can vary due to seasonal factors, such as low rainfall and dry conditions that reduce garden waste, as well as changes in community behaviour, including increased use of the Container Deposit Scheme. <p>● On track</p>

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.4.1 Complete the implementation of the <i>Circular Economy Plan 2022–2026</i> and prepare for a <i>2026–2030 Plan</i>	<ul style="list-style-type: none"> <i>Glen Eira Circular Economy Plan 2022–2026</i> final year of plan implemented Draft <i>Circular Economy Plan 2026–2030</i> engagement activities developed and implemented Draft <i>Circular Economy Plan 2026–2030</i> developed 	We started the final year of the <i>Circular Economy Plan 2022–2026</i> in November, with 15 per cent of year four actions complete. We are reviewing how we measure progress and have started early consultation and project planning for the draft <i>Circular Economy Plan 2026–2030</i> to support a more circular, low-waste future for Glen Eira.	In progress ●

STRATEGIC OBJECTIVE 3.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.4.2 Deliver targeted community education programs to enhance awareness of and participation in waste reduction, landfill diversion and litter prevention ♥	<ul style="list-style-type: none"> Bin inspection data gathered identifying contamination and incorrect waste sorting issues Targeted education and behaviour change programs to improve waste sorting and reduce contamination Benchmarking report identify other Local Government Area (LGA) successful waste diversion programs that could be introduced in Glen Eira Litter prevention initiatives integrated into existing Council processes 	<p>We've delivered targeted waste education at major events, libraries and festivals, reaching thousands of residents. Our <i>Waste Champions</i> program is improving waste management at 106 apartment blocks. Our education is supported by ongoing communications promoting composting, e-waste recycling, repair cafés and correct waste sorting.</p> <p>Additional contamination management programs, including bin inspections for food and organics and commingled recycling, will begin in February 2026 to support cleaner recycling and improved kerbside services.</p>	In progress 
3.4.3 Deliver new Council waste contracts to service community waste collection needs and use contract arrangements to reduce overall waste to landfill	<ul style="list-style-type: none"> New waste services contracts executed Glass recycling service approach investigated in preparation for mandatory Recycling Victoria scheme Opportunities to introduce more reusable containers and food waste recycling in an activity centre investigated Material gap analysis for item reuse and recovery from hard waste stream, and limited household disposal options 	<p>We have executed all new waste service contracts with no disruption to our community. Work is underway to establish new waste and circular economy initiatives, supported by committees focused on continuous improvement.</p>	In progress 

STRATEGIC OBJECTIVE 3.5

OUR COMMUNITY IS ACTIVELY ENGAGED IN CARING FOR COUNTRY AND THE NATURAL ENVIRONMENT

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> adopt and promote principles of environmental stewardship and Caring for Country enhance community awareness, education and participation in local environmental action, environmental stewardship and Caring for Country 	<ul style="list-style-type: none"> Increase Council led Community Caring for Country, biodiversity and conservation events 	<ul style="list-style-type: none"> We delivered three working bees with the Friends of Elster Creek Trail Volunteer Group. These sessions supported local conservation efforts and strengthened community involvement in biodiversity. <p>● Monitor</p>

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.5.1 Collaborate with First Nations organisations to help protect local biodiversity ♥	<ul style="list-style-type: none"> Partnership agreements explored and signed where agreed with First Nations organisations to deliver biodiversity initiatives Advice from Traditional Owners incorporated into biodiversity management operations 	We are developing new biodiversity and community engagement projects in partnership with Traditional Owners. We will present proposed initiatives to Traditional Owners for their guidance and will deliver the projects they support, including any they initiate.	Monitor ●

STRATEGIC OBJECTIVE 3.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
3.5.2 Promote and advocate for First Nations perspectives and Caring for Country	<ul style="list-style-type: none"> Glen Eira advocacy priorities incorporate Caring for Country and First Nations perspectives Promotion of First Nations organisations and initiatives through Council networks 	<p>We joined the inaugural Wurundjeri Woi-wurrung Country Local Government Group meeting in December 2025, contributing to early discussions on collaboration and how to strengthen Wurundjeri perspectives in local government work.</p> <p>We are promoting the group across our networks to involve all 19 councils on Wurundjeri land. We continue sharing First Nations priorities through networks, such as Eastern Alliance for Greenhouse Action, by outlining our engagement with Traditional Owners for the <i>Climate Emergency Response Strategy 2025–2029</i> and highlighting First Peoples' climate initiatives.</p>	In progress 
3.5.3 Incorporate Caring for Country into Council engagement and education programs	<ul style="list-style-type: none"> Communications and engagement activities conducted that incorporate Caring for Country practices 	<p>Caring for Country principles were included in our climate engagement work, including our <i>Sustainability Champions</i> program completed in December 2026.</p> <p>We are now developing new project and engagement proposals to strengthen community connection to nature and encourage action to protect biodiversity and care for Country. These proposals will be shared with Traditional Owners for guidance and collaboration.</p>	In progress 

STRATEGIC DIRECTION 4:



INNOVATIVE AND FINANCIALLY SUSTAINABLE

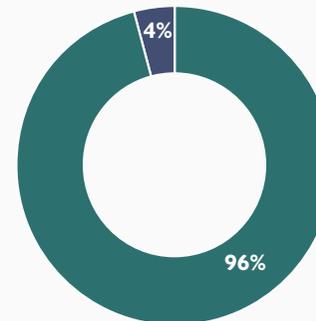
Glen Eira is changing and so are the needs of our community. People want us to be smart with spending, open about decisions and focused on services that make a real difference to their quality of life.

We continue to strengthen our financial position while improving the way it serves and communicates with the community. From July to December 2025, Council adopted a new *Financial Sustainability Strategy*, maintained a strong liquidity ratio and progressed important updates to asset, leasing and property plans. This work helps ensure our facilities, services and long-term investments remain sustainable and focused on community needs. We have also finalised the *Youth Engagement Survey*, begun developing a *Grants Framework* and continued improving how we plan, consult and share information.

At the same time, we are modernising how we work. This includes adopting our first *AI Policy*, completing a digital and technology roadmap and improving customer service through new self-service features and engagement tools. Community satisfaction with our service remains high and we are taking steps to reduce wait times and make accessing information easier for everyone. With most initiatives on track and progressing well, we are building a more efficient, transparent and future-ready organisation for the Glen Eira community.

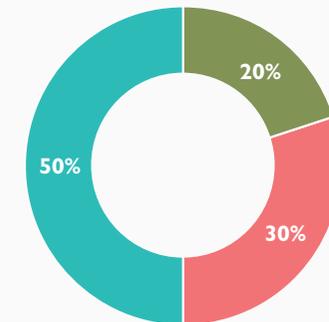
HOW WE'RE TRACKING

Actions



- **In progress (24)**
Work is actively underway and progressing
- **Completed (1)**
The action has been delivered

Strategic indicators



- **On track (2)**
Indicators that currently meet target
- **Monitor (3)**
Indicators that do not meet target and require monitoring
- **Annual (5)**
Indicators that are measured once a year

STRATEGIC OBJECTIVE 4.1 WE ARE FINANCIALLY SECURE AND SUSTAINABLE

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> implement the Long-term Financial Plan to support the achievement of Council's strategic objectives diversify and maximise our revenue sources 	<ul style="list-style-type: none"> Maintain 100 per cent liquidity or above 	<ul style="list-style-type: none"> Our liquidity ratio sits at 166 per cent, which is higher than budgeted for 2025–2026. This stronger position reflects the favourable financial results delivered in 2024–2025. <p>● On track</p>

Major initiatives

Action	Deliverable	Progress
4.1.1 Develop a <i>Financial Sustainability Strategy</i>	<ul style="list-style-type: none"> <i>Financial Sustainability Strategy</i> developed Year one priority actions delivered Reforecast the <i>Financial Plan</i> for 2026–2027 	<p>Council adopted the <i>Financial Sustainability Strategy</i> in December 2025. We have developed a priority action plan to deliver the 2025–2026 initiatives and we are now reforecasting the 2026–2027 <i>Budget</i> and reviewing our borrowing strategy to support long-term financial sustainability.</p> <p>● In progress</p>

STRATEGIC OBJECTIVE 4.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.1.2 Refresh the <i>Asset Strategy</i> and Policy	<ul style="list-style-type: none"> • <i>Asset Strategy</i> adopted • Year one priority actions delivered • <i>Asset Policy</i> updated 	<p>We're refreshing our <i>Asset Policy</i> and <i>Asset Management Strategy</i> to align with the <i>Council Plan 2025–2029</i> and the <i>Asset Plan</i> adopted in 2025. Both documents have been updated to reflect new priorities identified through recent engagement. The revised Policy has been reviewed and planned to be presented to Council for adoption in February 2026.</p>	<p>In progress</p> 
4.1.3 Review and update our <i>Leasing and Licensing Policy</i> so the community gets the best value from our community facilities	<ul style="list-style-type: none"> • <i>Leasing and Licensing Policy</i> reviewed and updated 	<p>We have reviewed and updated the <i>Leasing and Licensing Policy</i>, with the draft policy going to Council in April and adoption expected in June 2026.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 4.1

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.1.4 Progress the implementation of the <i>Strategic Property Plan 2025–2030</i>	<ul style="list-style-type: none"> Investigate Phase two sites highlighted within the <i>Strategic Property Plan</i> 	<p>We are progressing the <i>Strategic Property Plan 2025–2030</i>, aligning it with the <i>Community Infrastructure Plan</i> to meet future community needs.</p> <p>We've started detailed investigations on priority sites to plan for new or improved facilities, such as libraries, pavilions and community hubs.</p> <p>We are also exploring ways to make better use of existing buildings and land, including early engagement with community groups, business case development and partnership opportunities.</p> <p>All projects follow clear governance processes to ensure long-term sustainability.</p>	<p>In progress</p> 
4.1.5 Develop a new <i>Grants Framework</i> to mature our strategic approach to grants and partnerships so we can secure more funding for local projects	<ul style="list-style-type: none"> <i>Grants Framework</i> adopted 	<p>We're developing a new <i>Grants Framework</i> that will help us take a more coordinated and strategic approach to grants and partnerships.</p> <p>We have completed the draft <i>Framework</i> and are now preparing it for Council consideration.</p> <p>Once adopted, it will guide how we secure more funding for local projects and deliver greater benefits for our community.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 4.2 OUR COMMUNITY IS INFORMED AND ENGAGED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance and expand how we promote and communicate opportunities more broadly to the community to access our services, programs and events to build community awareness, particularly with harder to reach and vulnerable groups 	<ul style="list-style-type: none"> Increase community satisfaction with consultation and engagement Increase community satisfaction with informing the community 	<ul style="list-style-type: none"> Community satisfaction with consultation and engagement is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Community satisfaction with informing the community is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.2.1 Improve the effectiveness of Council's community engagement and insights approach	<ul style="list-style-type: none"> <i>Four-year Roadmap</i> developed and adopted New service level agreement published 	We are continuing to improve our community engagement and insights approach. Work is underway on a revised four-year roadmap and updated service levels, including clearer expectations for data use, risk assessment and pre-engagement planning. The updated roadmap remains on track to be presented to Council by June 2026.	In progress ●

STRATEGIC OBJECTIVE 4.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.2.2 Ensure Council's news and information is accessible by all 	<ul style="list-style-type: none"> • Accessible Communications Blueprint endorsed • Easy read documents trialled for key information 	<p>We have started the development of an Accessible Communications Blueprint, which assesses our current performance in providing accessible Council news and information and identifies opportunities for improvement.</p> <p>An easy read version of the <i>Council Plan</i> has been published to support broader community understanding and we will continue trialling Easy Read formats for key information.</p> <p>We also promote the availability of translated content across our communications, to help residents access information in their preferred language.</p>	<p>In progress</p> 

STRATEGIC OBJECTIVE 4.2

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.2.3 Explore ways of how to promote and include all people in the communication of what we do	<ul style="list-style-type: none"> Promote lesser known services and enhance understanding within the community Improve the level of understanding about the services Council offers Use channels and formats preferred by young people to increase awareness and uptake of Council services among residents aged 10 to 25 	<p>We are launching a mythbuster and first-person storytelling series in February to highlight diverse lived experiences. These initiatives aim to better reflect our community and demonstrate how residents engage with our services, events and facilities. The series will run across <i>Glen Eira News</i>, social media and our e-newsletters.</p> <p>We have also undertaken a social media review, with the objective of strengthening our engagement with younger community members and increasing representation across our digital platforms.</p>	In progress 
4.2.4 Deliver <i>Youth Engagement Survey</i> ♥	<ul style="list-style-type: none"> Analyse results and develop results infographic Deliver findings to Council Deliver initiatives 	<p>We delivered the <i>Youth Engagement Survey</i> in September, with 465 young people sharing their views on what matters to them.</p> <p>We analysed the results and created a clear, accessible infographic to highlight the key themes. We presented the findings to Council in December to help guide future planning and decision-making.</p> <p>The insights are now being used to shape a set of youth-focused initiatives.</p>	Complete 

STRATEGIC OBJECTIVE 4.3 OUR COMMUNITY HAS TRUST AND CONFIDENCE IN OUR DECISIONS

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance how we use community feedback, insights and data to inform our planning and decision making continue to strengthen our approach to governance and transparency 	<ul style="list-style-type: none"> Increase community satisfaction with decisions made in the interest of the community Increase community trust in us 	<ul style="list-style-type: none"> Community satisfaction with decisions made in the interest of the community is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Community trust in us is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.3.1 Develop a <i>Strategic Decision-making Framework</i> to support well-informed and transparent decisions	<ul style="list-style-type: none"> Develop process maps for key decisions Decision-making principles that support council's strategic objectives and values defined Framework developed 	<p>We've explored different options for a new <i>Strategic Decision-making Framework</i> and reviewed a set of principles that could guide how decisions are made in future.</p> <p>Next we will draft the <i>Framework</i> for review and work with a range of stakeholders to map out the everyday decisions involved in running our services.</p>	In progress ●

STRATEGIC OBJECTIVE 4.3

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.3.2 Publish plain language summaries of key council decisions and rationale	<ul style="list-style-type: none"> Concise, accessible summaries of key council decisions published online 	<p>We are publishing plain English summaries of key Council decisions across multiple channels, including our website, social media and <i>Glen Eira News</i>.</p> <ul style="list-style-type: none"> Glen Eira News — six editions Website — eight Council meeting snapshots Instagram and Facebook — 16 posts 	In progress 
4.3.3 Review Council's Strategic Risk Register to reflect Council's priorities	<ul style="list-style-type: none"> Council's strategic risks aligned to the new <i>Council Plan</i> 	<p>The Audit and Risk Management Committee has workshopped the updated Strategic Risk Register, reflecting the new <i>Council Plan</i>. The revised register is scheduled for adoption by the Executive Team, followed by endorsement by the Audit and Risk Management Committee in February 2026.</p>	In progress 
4.3.4 Align Council's risk management practices with legal obligations and best practice	<ul style="list-style-type: none"> Review of Council's <i>Risk Management Framework and Policy</i> Review of Council's <i>Fraud and Corruption Policy</i> and Procedure conducted 	<p>We are reviewing our <i>Risk Management Framework and Policy</i> to ensure that it aligns with legal obligations and best practice. We are also undertaking a review of our <i>Fraud and Corruption Policy</i> and Procedure to strengthen Council's safeguards and support a culture of integrity.</p>	In progress 

STRATEGIC OBJECTIVE 4.4 OUR SERVICES ARE HIGHLY VALUED, WELL DESIGNED AND RESPONSIVE TO COMMUNITY AND CUSTOMER NEEDS

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance service delivery through continuously evaluating changing customer and community needs maximise opportunities for partnerships and philanthropy enhance our capacity for service innovation through implementing an <i>Innovation and Continuous Improvement Framework</i> and program 	<ul style="list-style-type: none"> Maintain or increase customer service satisfaction Maintain or increase customer service calls answered within service standard 	<ul style="list-style-type: none"> Our customer satisfaction is currently 4.6 out of 5. This result exceeds our target of 4.5 and shows we are maintaining strong service experiences for our community. <ul style="list-style-type: none"> On track The percentage of customer service calls answered within 60 seconds is currently 62.32 per cent, which is below our target of 70 per cent. We will continue to focus on improving response times to better meet community expectations. <ul style="list-style-type: none"> Monitor

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.4.1 Develop strategies to enable community access to co-located customer service functions across a range of Council facilities	<ul style="list-style-type: none"> Satellite customer service centre offered at Bentleigh Library and Youth Hub 	We have completed community engagement to help us understand how a satellite customer service centre at Bentleigh Library and Youth Hub could best support local needs. We are finalising the findings and once endorsed, we will use the feedback to inform the design phase.	In progress

STRATEGIC OBJECTIVE 4.4

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.4.2 Enhance Council's innovation capacity and maturity	<ul style="list-style-type: none"> <i>Innovation Framework</i> developed and adopted to embed and maximise the value of innovation Current baseline for innovation capability/maturity quantified Innovation toolkit operationalised and supporting new initiatives 	We have started developing our new <i>Innovation Framework</i> and have completed an innovation maturity assessment to establish our baseline capability. This work will guide the framework design and help us strengthen collaboration and continuous improvement across Council.	In progress 
4.4.3 Conduct an operational review of Caulfield Recreation Centre	<ul style="list-style-type: none"> Operational review of Caulfield Recreation Centre completed Report presented to Council 	We've started our initial review with data collection underway. First draft of the review will be provided to Glen Eira Leisure Advisory Committee in late February 2026.	In progress 
4.4.4 Develop and implement <i>Advocacy Priorities for 2026–27</i>	<ul style="list-style-type: none"> <i>Advocacy Priorities 2026–2027</i> adopted Advocacy campaign implemented 	We are drafting our advocacy priorities for 2026–2027, shaped by community and stakeholder engagement. The priorities remain on track to be presented to Council by June 2026.	In progress 
4.4.5 Review our approach to service planning to focus on our community's changing needs 	<ul style="list-style-type: none"> Refreshed service planning approach/framework Service profile/catalogue published to community Service redesigns/reviews using community feedback and strategic insights implemented 	We have started reviewing our service planning framework and service catalogue to ensure they reflect our community's changing needs. This work will support clearer, more accessible services and strengthen continuous improvement across Council.	In progress 

STRATEGIC OBJECTIVE 4.5 OUR TECHNOLOGY ENABLES US TO ACHIEVE OUR STRATEGIC PRIORITIES

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> enhance our technology, data and digital capabilities to support the achievement of our strategic objectives develop an <i>AI Framework</i>, Policy and Roadmap 	<ul style="list-style-type: none"> Increase percentage of customer enquiries through digital channels (from mix of traditional/digital) 	<ul style="list-style-type: none"> Digital enquiries are 31 per cent below our 50 per cent target. Our chat and chatbot services were offline from October to December due to platform issues, so no chat data is available for that period. <p>We paused the service to avoid a poor customer experience and continued to support residents through our phone, email and front-counter services.</p> <p>We are working with our vendor to find a more reliable, user-friendly solution.</p> <p>● Monitor</p>

STRATEGIC OBJECTIVE 4.5

Continued

Major initiatives

Action	Deliverable	Progress
4.5.1 Develop an <i>Artificial Intelligence Policy, Framework and Roadmap</i> to guide a responsible approach to the development and deployment of AI within Council	<ul style="list-style-type: none"> • <i>AI Policy</i> adopted by Council • <i>AI Framework and Roadmap</i> endorsed by the Executive • Year one priority actions delivered 	<p>Council adopted our new <i>AI Policy</i> on 25 November 2025. We have also developed a <i>Framework</i>, setting clear expectations for how we use these tools. An AI Committee now helps guide this work across Council.</p> <p>Around 100 staff have completed our AI Masterclass and we have launched an AI Community of Practice.</p> <p>We also completed an AI maturity assessment to set our baseline. Work is now underway on the 2026 <i>AI Roadmap</i>.</p> <p> In progress</p>

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.5.2 Adopt the <i>Digital and Technology Strategy</i> to provide a roadmap to help align our technology and digital tools with our strategic priorities	<ul style="list-style-type: none"> • <i>Digital and Technology roadmap</i> implemented • <i>Data Governance Framework</i> adopted • Enhanced venue booking system installed 	<p>We've completed our <i>Digital and Technology roadmap</i>. Our <i>Data Governance Framework</i> has been endorsed.</p> <p>We are finalising the tender enhanced venue booking system. Once installed, it will make it easier for people to find, book and use our venues.</p>	<p>In progress</p> <p></p>

STRATEGIC OBJECTIVE 4.5

Continued

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.5.3 Design, implement and evaluate Artificial Intelligence initiatives and pilots aligned to Council's objectives	<ul style="list-style-type: none"> Business case to use AI to enhance customer experience on Council's digital platforms developed Business case to introduce AI to reduce drowning risk at our aquatic facilities developed Continue to evaluate the benefits of Microsoft CoPilot and other generative AI platforms to enhance productivity 	<p>We have started piloting how AI can improve our work and customer experience. We are testing a generative AI tool to help customer service officers manage complex enquiries.</p> <p>We continue to evaluate the benefits and staff are trialing tools like Microsoft Copilot to see how AI can help them work more efficiently.</p>	In progress 
4.5.4 Explore ways to support self service opportunities for customers	<ul style="list-style-type: none"> Roadmap for improvement opportunities to increase self service for customer interactions developed 	<p>We are progressing SMS functionality to support the booked hard-waste service and payment reminders, with technical work now underway. We are also consolidating our 'Contact us' and 'General enquiry' web forms into one simple, user-friendly form to reduce confusion and improve self-service. Scoping is currently in progress.</p>	In progress 
4.5.5 Review governance processes to explore automation opportunities	<ul style="list-style-type: none"> Technology options identified to automate delegations, authorisations, policy register, legislative compliance, claims management and other currently manual processes 	<p>We have reviewed governance processes, such as delegations, authorisations, the policy register, Freedom of Information register and other processes and registers. An automation software has been purchased and implementation will begin shortly.</p>	In progress 

STRATEGIC OBJECTIVE 4.6

OUR WORKFORCE IS CAPABLE, INFORMED AND ENGAGED

Strategic priorities and indicators

Strategic priorities	Strategic indicators	Progress
<p>We will focus on the following priorities in support of this objective:</p> <ul style="list-style-type: none"> implement our <i>Workforce Plan</i> to build the capability and performance of our people 	<ul style="list-style-type: none"> Maintain employee satisfaction rating Increase employee compliance training completion 	<ul style="list-style-type: none"> Employee satisfaction is reported annually. Progress will be available in our <i>Annual Report</i>. ● Annual Our current completion rate is 76 per cent below our target of 90 per cent. A new reporting approach will help leaders follow up with their teams and support staff to finish outstanding training. ● Monitor

Actions to achieve the strategic objectives

Action	Deliverable	Progress	Status
4.6.1 Implement the <i>Workforce Plan</i> to remain an Employer of Choice	<ul style="list-style-type: none"> <i>Workforce Plan</i> developed approved by CEO Year one actions completed 	Our <i>Workforce Plan</i> has been approved by the CEO. This provides the foundation for delivering the year-one actions that support our goal of being an employer of choice.	In progress ●
4.6.2 Finalise the Glen Eira staff Enterprise agreements	<ul style="list-style-type: none"> Glen Eira Leisure Enterprise agreement finalised Glen Eira Enterprise agreements finalised 	The Glen Eira Enterprise Agreement has been submitted to the Fair Work Commission for approval. Work on a new agreement for Glen Eira Leisure will begin in February 2026.	In progress ●

GLOSSARY

Action	Deliverable
Active living	Incorporating physical activity into daily life.
Amenity	The pleasantness and usability of a place, including cleanliness, safety and facilities.
Bicycle Network	An Australian charity, one of the largest cycling membership organisations in the world, whose mission is to have more people cycling more often.
Biodiversity	The variety of plant and animal life in an area.
Caring for Country	A First Nations concept of caring for the land, water and natural systems in a holistic and respectful way.
CEO	Chief Executive Officer
Circular economy	A system that reduces waste by reusing, recycling and repurposing materials.
Climate emissions	Emissions released by human activity, which contribute to the warming of the atmosphere. These are usually measured in terms of the total amount of carbon dioxide that would lead to that level of warming expressed as the term CO ₂ equivalent (CO ₂ -e).
Community Vision	A long-term aspiration developed with community input that guides our planning.
Disability	Refers to both visible and non-visible disability. Visible disabilities are those that are immediately apparent to others, such as using a wheelchair or a service animal. Non-visible (or hidden/invisible) disabilities are those that are not obvious to others just by looking and they encompass a wide range of physical, mental, and neurological conditions.
Disability Discrimination Act (DDA)	A Commonwealth Act in Australia that makes it unlawful to discriminate against people with disabilities in many areas of public life, including employment, education, housing and the provision of goods and services.

GLOSSARY

Action	Deliverable
Empathetic parking bay	Parking solutions that are designed with consideration for people with diverse needs, such as those with disabilities, seniors or people with prams.
Gender equity	Fair treatment and opportunities for all genders.
Glen Eira Green link	A community-driven proposal for a linear park along the Sandringham Rail Corridor in Melbourne's south-east, aiming to improve native habitat, tree canopy, walking and biking.
Homelessness protocol	A set of guidelines to respond to people experiencing or at risk of homelessness, ensuring they are treated with dignity and connected to support services.
IDAHOBIT	International Day Against Homophobic, Biphobia, Intersexism and Transphobia.
Landfill diversion	The process of redirecting waste materials away from landfills and toward more sustainable alternatives, such as recycling, composting, reuse and waste-to-energy facilities.
Landscape concept design	A scaled drawing and written explanation that communicates the general layout, style and key features of a proposed landscape design.
LGBTIQA+	An acronym representing Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual and other diverse gender, sexual orientation and/or sex characteristics.
Library of Things	A sustainable way to borrow a range of non-traditional library items through our Glen Eira Library service.
Mobtix	A program offering discounted or complimentary tickets for Aboriginal and Torres Strait Islander peoples, as well as other First Nations communities, to access cultural events, concerts, and sports games in Australia.

GLOSSARY

Action	Deliverable
Rainbow ready roadmap	A set of resources for Victorian rural and regional communities to build lesbian, gay, bisexual, trans and gender diverse, intersex and queer (LGBTIQ+) inclusion.
Service level agreement	A formal contract or agreement between a service provider and a customer that defines the level of service expected, outlines specific performance metrics (like uptime or response times), details the responsibilities of each party and includes procedures for resolving disputes and penalties if the service levels are not met.
Splitter island	A raised or painted area used to separate entering from exiting traffic, deflect and slow entering traffic, and provide a refuge for pedestrians crossing the road.
Strategic indicator	A measure used to track progress toward a strategic objective.
Strategic objective	A specific goal we aim to achieve within a strategic direction.
Strategic priority	A focus area we have identified as essential to achieving our strategic objectives and delivering services, infrastructure and amenity improvements.
Streetscape	The overall visual and functional character of a street or area, encompassing its physical features like buildings, trees, footpaths, street furniture and signage.
Welcoming Cities	A national network of cities, shires, towns and municipalities that are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.

10.2 2026 STATE ELECTION ADVOCACY PRIORITIES

Author: Sophie Paterson, Coordinator Advocacy and Partnerships

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 26/135815

Attachments: 1. [Caulfield state election priorities for 2026](#) [↓](#)
2. [Oakleigh state election priorities for 2026](#) [↓](#)
3. [Bentleigh state election priorities for 2026](#) [↓](#)

EXECUTIVE SUMMARY

The next Victorian state election is expected in November 2026. This is an important opportunity for Council to advocate directly to candidates and secure election commitments for the projects and policy reforms that are critical for our community.

Our state election advocacy priorities have been shaped by community feedback, the *Council Plan 2025–29*, recent engagement, and analysis of emerging needs across Glen Eira. They focus on three areas that reflect long-term community expectations: future ready places, safe and inclusive communities, and environmental resilience and the clean energy transition. Key municipality-wide policy reforms will also be highlighted to support system improvements to local service delivery and community wellbeing.

Open space remains Council's central advocacy focus. Our municipality has one of the lowest rates of open space per person in metropolitan Melbourne. Council has invested more than \$27 million to secure land for new parks in priority areas. With the expanding density and population in our activity centres and suburbs, support from the Victorian Government is essential to enable the development of these spaces to respond to growing community needs.

In the Oakleigh electorate our focus is on securing funding for the development of the former Rosstown Aged Care site to deliver much needed new open space, as well as improvements to Koornang Road Carnegie to support a thriving local economy.

In the Bentleigh electorate, investment in developing new parks at Porter Road and Mackie Road Reserve will provide vital spaces for the community to gather and connect.

In the Caulfield electorate, our emphasis is on unlocking major open space and community facilities in Elsternwick and Glen Huntly in response to growing demand for more accessible local gathering spaces.

Our priorities are backed by evidence and informed by community needs. During our advocacy campaign we will engage with all candidates, political parties and sitting Members of Parliament in the Bentleigh, Caulfield and Oakleigh electorates to highlight the opportunities and benefits investment in our priorities will deliver for the Glen Eira community. Supporting these projects will enable us to continue to build a strong sense of social cohesion, community connection, health and wellbeing across Glen Eira.

RECOMMENDATION

That Council endorses its advocacy priorities for the 2026 state election as outlined in Attachments 1 to 3 of this report.

BACKGROUND

Council maintains an advocacy agenda that reflects the priorities, concerns and aspirations of the Glen Eira community. This work is guided by the *Council Plan 2025–29* and the annual *Advocacy Priorities 2025–26*, which together set the long-term direction for how Council engages with the Victorian and Australian Governments.

Alongside this ongoing advocacy program, Council prepares focused advocacy priorities ahead of each state and federal election. These election priorities are designed to clearly communicate to candidates, political parties and sitting Members of Parliament the specific commitments Council is seeking, the benefits they will deliver and the evidence that supports them.

2022 state election

At the November 2022 Victorian election, Council secured commitments for several local projects, including:

- \$3 million for a new pavilion at Mackie Road Reserve
- \$250,000 for lighting upgrades at Koornang Park, Carnegie
- \$250,000 for lighting upgrades at Lord Reserve, Carnegie.

We also advocated for improved pedestrian safety and access around Caulfield Station and for progress on open space improvements at the Caulfield Racecourse Reserve. These outcomes show the value of a coordinated, evidence-based advocacy approach and form a strong foundation for Council's work leading into the 2026 state election.

ISSUES AND DISCUSSION

Glen Eira encompasses three state electorates – Oakleigh, Bentleigh and Caulfield. We work with a broad mix of candidates and sitting Members of Parliament to ensure local needs are clearly understood and are committed to engaging constructively and impartially with all candidates and political parties throughout the 2026 state election period.

With the election expected in late 2026, Council has developed its key election advocacy priorities. The priorities reflect strong community feedback and align with the *Council Plan 2025–29*. They respond to consistent themes raised by our community - the need for more and better open space, improved community safety and inclusion, and stronger environmental resilience in the face of a changing climate.

Our focused agenda will ensure that candidates and state representatives understand the need, the benefits and the readiness of the projects Council is seeking to deliver in partnership with the state government.

Advocacy approach

Council's advocacy program for the 2026 election aims to:

- secure commitments of support for key funding and policy priorities
- strengthen relationships with current Members of Parliament and establish constructive connections with new candidates from all political parties
- build support for Council's priorities among peak bodies, industry partners and the community.

A coordinated engagement program will guide the lead-up to the election. This will include targeted meetings with candidates and sitting MPs, written briefings, site visits and the distribution of electorate-specific materials outlining the priorities. Engagement will also extend to key user groups, local organisations and advocacy partners where there are shared interests.

For the broader community, Council will communicate regularly to explain the advocacy priorities and how they reflect community needs.

During conversations with candidates, political parties, government representatives and sector partners, Council will focus on:

- the urgent need for additional high-quality open space in Glen Eira, and the opportunity for state partnership to develop land Council has already secured
- the community benefits of investing in local places, including stronger social connection, safer public spaces and more inclusive sport and recreation opportunities
- the importance of climate resilience, greener streets and support for the transition to clean energy
- the need to renew ageing facilities to meet modern accessibility and gender equity standards
- opportunities to improve local transport connections, active travel routes and pedestrian safety
- the importance of longer-term policy reform in areas such as vegetation management, community safety and sustainable funding arrangements.

These reflect consistent priorities raised by the Glen Eira community and provide a clear framework for Council's discussions during the election period.

Advocacy asks

Our advocacy priorities for the 2026 state election reflect the different needs across Bentleigh, Caulfield and Oakleigh, while staying aligned to the broader themes of future ready places, safe and inclusive communities, and resilient communities and clean energy. In each electorate, we will emphasise the opportunities to create new open space, improve community facilities and support safer, more accessible local places.

Across all electorates, these projects deliver clear community benefits: more open space, safer public places, better access to sport and recreation, and facilities that support gender equity and active lifestyles. They also help prepare the municipality for a changing climate through greener streets and more resilient community infrastructure.

For the Victorian Government, partnering with Council offers an opportunity to invest in projects that are evidence based, community driven and ready to progress. The priorities support state objectives in climate action, transport safety, gender equality and local economic activity, while providing long-term social and environmental benefits for Glen Eira.

Oakleigh electorate

In Oakleigh, the focus is on strengthening key community destinations in Carnegie and Murrumbeena. The former Rosstown Aged Care site presents a major opportunity to deliver new open space in a high-growth area, while improvements to Koornang Road will directly support local traders and create a safer, more welcoming main street. Pedestrian safety upgrades at Boyd Park and new multipurpose facilities in Bute Street respond to strong local feedback about safer paths and more inclusive community spaces. Progressing the Carnegie Library upgrade will support a well-used hub that serves residents of all ages.

Bentleigh electorate

Priorities in Bentleigh centre on addressing the significant shortage of open space. Development of new parks at Porter Road and Mackie Road Reserve will provide much-needed places for recreation, relaxation and community connection. Residents consistently raise the need for accessible, high-quality parks in this part of the municipality. Pavilion upgrades at Bailey Reserve and improvements along Centre Road will support

gender-inclusive sport and create a more appealing local centre for businesses and the community.

Caulfield electorate

In Caulfield, the emphasis is on unlocking major open space and community facility opportunities in Elsternwick and Glen Huntly. Redeveloping the Elsternwick Club site will deliver one of Glen Eira's most significant new open spaces in an identified gap area, while planning for a future community hub responds to growing demand for more accessible services and gathering places. Upgrades at Glen Huntly Park and improvements to the Green Link will support safer walking and cycling, greener streets and more welcoming neighbourhood spaces.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Several of the proposed advocacy priorities directly support Council's Climate Emergency Response Strategy 2025–2029. The priorities emphasise investment in greener, more climate-ready neighbourhoods and the transition to clean energy. Many of the projects across the three electorates include new tree canopy, cooler open spaces, improved walking and cycling links and more sustainable community facilities.

State partnership will help accelerate Council's work to reduce emissions, strengthen local resilience and adapt community infrastructure to a changing climate. The focus on new and upgraded open spaces supports urban cooling and biodiversity, while improvements to active transport routes encourage lower-emissions travel. Seeking support to renew ageing facilities also aligns with the Strategy by enabling more energy-efficient buildings and modern, sustainable design.

The advocacy priorities reinforce Council's commitment to practical, place-based climate action and reflect the growing community expectation for greener, safer and more resilient neighbourhoods.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The advocacy priorities have been developed in the context of Council's endorsed *Financial Sustainability Strategy*. The Strategy makes clear that Council cannot deliver major new infrastructure alone. We are working hard to strengthen our reserves, increase revenue and reduce our reliance on debt but securing state government support is vital.

Advocacy plays a critical role in this reset. Securing state investment reduces pressure on Council's constrained budget and helps protect our ability to fund essential services, asset renewal and core maintenance. Without external funding, several of the proposed open space and community facility projects will take many years to be realised and risk being reprioritised against other obligations.

If funding is secured, Council will need to plan delivery carefully to ensure projects are sequenced within available capacity.

Overall, the advocacy priorities support Council's long-term financial health by seeking investment that would otherwise need to be funded from Council's limited resources, helping protect cash reserves and reducing future budget pressures.

POLICY AND LEGISLATIVE IMPLICATIONS

The advocacy priorities have been developed in line with Council's *Advocacy Policy*, which commits Council to evidence-based advocacy, strong partnerships and representing the needs of the Glen Eira community in a clear and transparent way. The priorities also align with the directions set out in the *Council Plan 2025–29*, particularly the focus on financial sustainability, inclusive places and environmental stewardship.

The approach outlined in this report is consistent with the governance principles of the *Local Government Act 2020*. In particular, section 9 requires councils to engage with other levels of government, collaborate on shared issues and make decisions in a way that is transparent, evidence-based and informed by community needs. Presenting a clear set of advocacy priorities supports this requirement.

COMMUNICATION AND ENGAGEMENT

The advocacy priorities build on what the community has told us through the development of the *Community Vision 2040*, the *Council Plan 2025–2029* and other major strategies. Once endorsed, the priorities and supporting electorate summaries will be published on Council's website and shared directly with local candidates and sitting Members of Parliament.

Council will run a community-facing communication program to explain the priorities, why they matter and how they reflect community needs. Information will be shared through Council's existing channels, which may include *Glen Eira News*, social media and the website. All communication will remain politically neutral. When funding commitments are secured, we will share this information with our community.

In the lead-up to the election, Council will also engage with key stakeholders, including user groups, community organisations, peak bodies and sector partners. These conversations will help build understanding of local needs, strengthen support for priority projects and highlight opportunities for collaboration. Council will work constructively with candidates and elected representatives from all political parties throughout this period.

A coordinated schedule of meetings, briefings and site visits will support engagement across the three electorates. Council will provide regular updates on progress through established reporting channels to ensure transparency for Councillors and the community.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability
Our community is informed and engaged

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 proposed advocacy priorities provide compelling, community-led agenda for Council's engagement ahead of the 2026 Victorian state election. They focus on the areas our community consistently identifies as most important: securing more open space, improving local facilities, creating safer and more inclusive neighbourhoods and strengthening our resilience to a changing climate.

These priorities have been shaped by community feedback, long-term strategic planning and the financial realities outlined in Council's *Financial Sustainability Strategy*. With rising costs and limited capacity to fund major new infrastructure alone, external partnership funding is essential. Our advocacy program will help ensure these priorities are understood by all candidates and political parties and will position Council to secure commitments that deliver lasting benefits for the Glen Eira community.

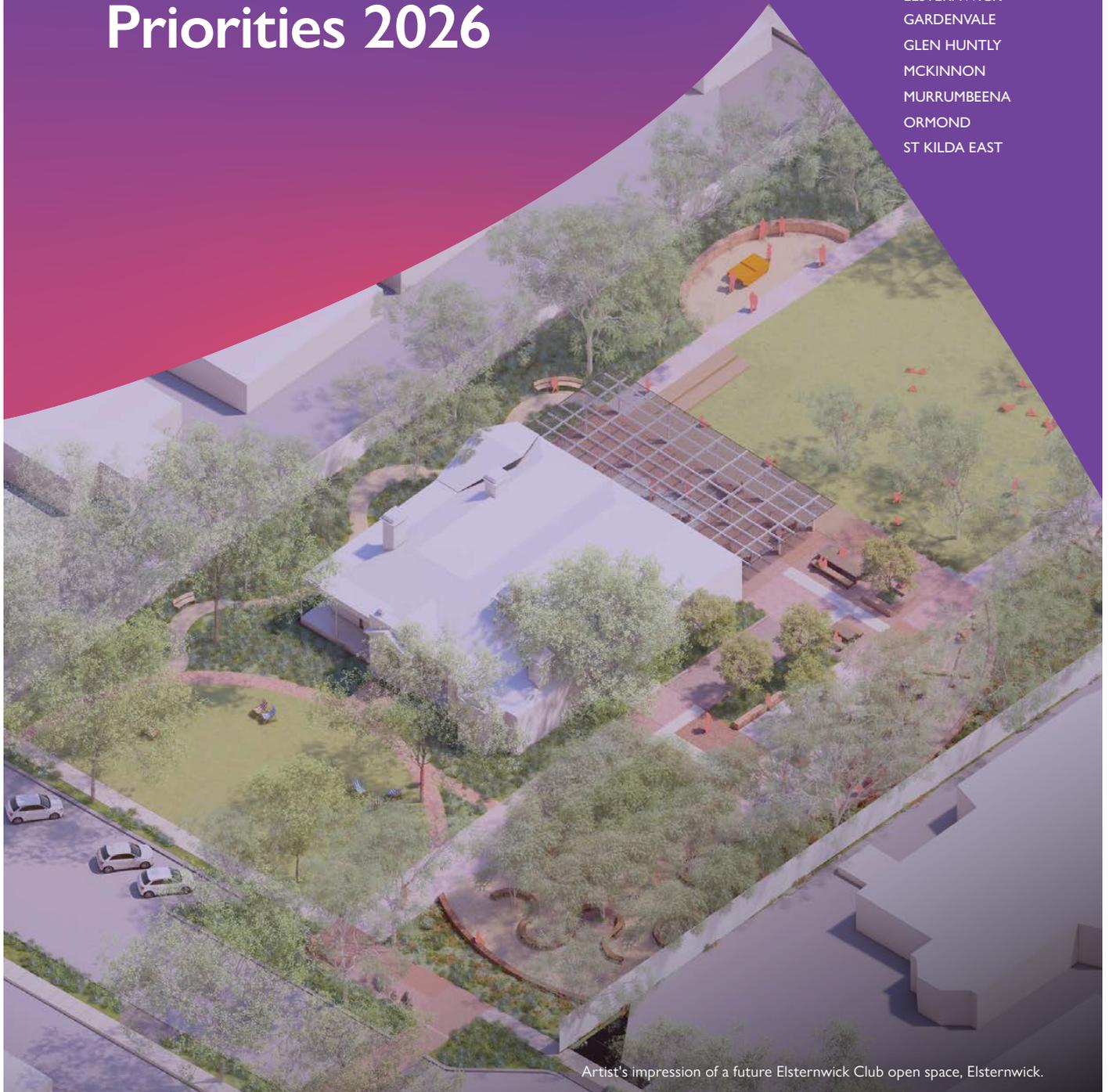
Endorsing the advocacy priorities will enable Council to engage confidently and consistently throughout the election period, supported by clear materials and a coordinated approach across the three state electorates.



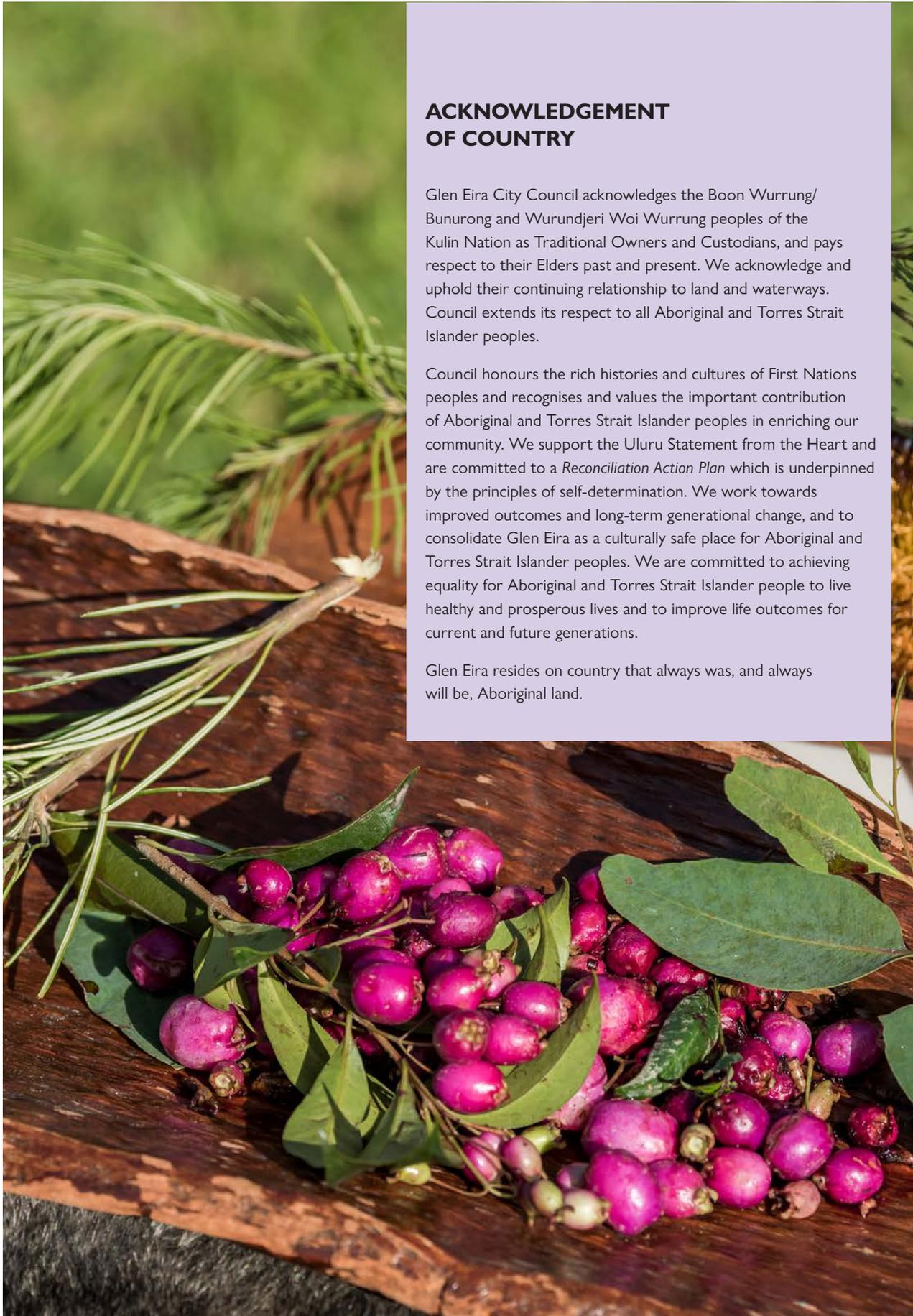
GLEN EIRA
CITY COUNCIL

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

Glen Eira City Council Caulfield Electorate — State Election Advocacy Priorities 2026



Artist's impression of a future Elsternwick Club open space, Elsternwick.



ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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MESSAGE FROM THE MAYOR



I am pleased to present Glen Eira City Council's advocacy priorities for the Caulfield electorate. These priorities focus on Elsternwick and Glen Huntly — areas where our community consistently tells us they want safer streets, modern sporting and community facilities, and high-quality open spaces that reflect the needs of a growing and diverse population.

Through these projects and programs we are seeking to:

- create new high-quality open spaces, including the transformation of the former Elsternwick Club site
- progress planning for a future Elsternwick Community Hub that brings services together in one accessible place
- deliver safer, greener active transport connections through the Elsternwick Green Link
- upgrade Glen Huntly Pavilion to support inclusive participation in community sport
- strengthen social cohesion and support healthy, connected neighbourhoods
- accelerate local climate resilience through more shade, canopy and sustainable design.

Like many councils, we are experiencing rising construction costs and growing demand for essential services and facilities. We continue to prioritise what matters most to our community, but we cannot deliver these improvements alone. Strong partnerships with the Victorian Government are critical so we can deliver the facilities, transport links, open spaces and local programs that residents rely on every day.

We invite you to work with us to progress these priorities and to visit Caulfield and Glen Huntly to see firsthand the opportunities these projects present for the electorate.

Cr Dr Simone Zmood

Glen Eira Mayor

An artist's impression of an open space at Elsternwick Club. The scene is dominated by numerous tall, slender trees with light-colored bark and dense green foliage. In the foreground, a curved wooden bench with dark metal legs sits on a gravel bed. A person is silhouetted sitting on the bench. In the background, a paved path winds through the trees, with other people silhouetted walking and sitting on benches. The overall atmosphere is bright and airy, suggesting a well-maintained park or club area.

MAJOR PROJECTS AND FUNDING ASKS

CREATING MORE OPEN SPACE AND ACTIVE PLACES

Artist's impression: Elsternwick Club open space looking north from the 'Grove'.

ELSTERNWICK CLUB OPEN SPACE

What we need

Council is seeking support to deliver the new Elsternwick Club open space. There are two funding pathways:

Option 1: Full project funding

Provide \$15.5 million to deliver the complete Elsternwick Club project. Council has already invested \$15 million to purchase the site. Funding this year would enable construction to be completed in 2028 and deliver a major heritage site and park for the Elsternwick activity centre catchment.

Option 2: Open space component only

Provide \$5.1 million to deliver the open space elements only (excluding the heritage building). This would create high quality passive recreation areas, community gathering spaces, biodiversity improvements and heritage recognition while broader planning continues for the building's future use.

Type of ask

Staged construction funding.

What this delivers

A significant new public open space and community precinct in the heart of Elsternwick.

The project will transform the former Elsternwick Club site into flexible green space, high-quality recreation areas and community facilities.

Key features include:

- flexible lawns and shaded recreation areas
- opportunities for informal play and community gathering
- strong focus on gender-inclusive and all-ages design retention and adaptive reuse of heritage elements
- expanded tree canopy, cooling shade and biodiverse planting

The design will be shaped through comprehensive community engagement. The three-year settlement period provides the time needed to work closely with residents,

Traditional Owners and local groups to ensure the space genuinely reflects community needs and aspirations.

The opportunity

Elsternwick is one of Glen Eira's fastest-growing suburbs and has very limited public open space. There is currently only one public green space within the Elsternwick Major Activity Centre.

Glen Eira has the lowest open space per capita in metropolitan Melbourne. Purchasing the Elsternwick Club site in 2024 was a major strategic step to address this gap. This project is a once-in-a-generation opportunity to create new green space in a high-density urban centre. The site's heritage building will be retained and adapted for community use, while surrounding land will be transformed into a well-used, accessible and environmentally sustainable open space.

With Victorian Government support, the redevelopment will deliver long-term benefits for residents and visitors and strengthen the liveability of Elsternwick for decades to come.

Project readiness

Concept design completed.

Community benefit

- a major new open space in a high-demand, fast-growing area
- more recreation, relaxation and social spaces
- increased shade, cooling and biodiversity
- a long-term community asset supporting health, wellbeing and connection

This is a rare opportunity to revitalise an iconic site while honouring its history. The new green space will respond directly to what the community has asked for: more open space, more shade, and safe places to gather, relax and connect.

ELSTERNWICK CLUB OPEN SPACE



Left: Current Elsternwick Club precinct view.
Below: Artist's impression: Elsternwick Club precinct view.



Artist's impression: Elsternwick Club open space looking north east.



Artist's impression: Elsternwick Club open space looking south towards central plaza and play area.

ELSTERNWICK COMMUNITY HUB

What we need

We are seeking \$2 million for concept design and early planning for a new community hub in Elsternwick.

Type of ask

Concept design funding.

What this delivers

A welcoming, integrated community facility for families, children and residents of all ages.

The hub will bring together the Elsternwick Family and Children's Centre with tailored support services, making it easier for families to access trusted programs in one place.

The concept design phase will explore:

- early childhood and family support spaces
- wellbeing and resilience-building programs
- integrated services that help families navigate parenting, health and community life
- accessible, inclusive design that supports diverse community needs

This funding will support early engagement, concept development and initial documentation.

The opportunity

Elsternwick is growing, and its community infrastructure needs to grow with it. A future hub has been identified in the *Elsternwick Structure Plan* and the draft *Community Infrastructure Plan* as a key priority to support families and strengthen community connection.

This funding will allow Council, partners and the community to shape a modern, integrated facility that reflects long-term needs and opportunities for the area.

Project readiness

Concept design required

Community benefit

- better access to early childhood and family services
- improved support for parenting, health and wellbeing
- stronger social connection and community participation
- an accessible, modern facility meeting long-term local needs

The Elsternwick Community Hub will create a central, welcoming place for families and children — supporting healthy development, building resilience and strengthening community life for decades to come.



GLEN HUNTLY PARK PAVILION UPGRADE

What we need

We are seeking \$500,000 to support detailed design and construction for the Glen Huntly Park Pavilion upgrade.

Council and the Caulfield Grammarians Football Club have committed co-funding towards the \$800,000 project.

Type of ask

Funding for detailed design and construction.

What this delivers

A modern, inclusive pavilion that supports fair access and participation in community sport.

The project will replace outdated, non-compliant facilities with gender-inclusive, safe and accessible amenities.

The upgrade includes:

- new toilets and showers
- a dedicated umpires' room
- a unisex accessible sanitary facility
- associated landscaping and building works

These improvements will support the growth of women's and junior sport and provide a more welcoming experience for all users.

The opportunity

The Glen Huntly Park Pavilion is a critical piece of community sport infrastructure, supporting more than 375 regular participants, their families and recreational users, and over 15 community sport teams. With participation forecast to grow strongly in 2026, the existing pavilion is no longer fit-for-purpose and risks limiting access to community sport in a well-used precinct.

Forecasts indicate strong participation growth by 2026, with:

- Female participation expected to increase by 20 per cent, and
- Male participation expected to increase by nine per cent.

This project is shovel-ready and aligns with Council's priorities for equitable access, safe facilities and community wellbeing. State support will allow Council and the club to deliver essential upgrades and ensure the precinct can accommodate growing demand.

Project readiness

Feasibility completed, concept design underway. Ready to move to detailed design and construction with funding.

Community benefit

The project will:

- Improve physical and mental wellbeing
- Strengthen social cohesion and community connection
- Remove barriers to participation for women, girls, juniors and people with disability
- The upgrade will also deliver direct economic benefits, including the creation of at least 13 jobs, comprising:
 - 10 jobs during planning, design and construction, and
 - Three ongoing roles associated with increased participation and facility use.



Glen Huntly Park Pavilion, Glen Huntly.

ELSTERNWICK GREEN LINK

What we need

We are seeking \$150,000 to progress construction of the Elsternwick Green Link.

Type of ask

Funding for construction.

What this delivers

A greener, safer and more accessible active transport corridor running through the heart of Elsternwick. The project will transform Ripon Grove, near Elsternwick Station and the Rosstown Rail Trail, into a vibrant community connection point.

Funding will help deliver:

- safer pedestrian and cycling crossings
- new active transport paths
- native landscaping and tree planting
- improved shade, cooling and street amenity

These works will create a more welcoming route for people walking and riding to shops, transport and local destinations.

The opportunity

Elsternwick is growing, and demand for safer, greener connections is increasing. The Green Link will improve access between key destinations, boost local activity and strengthen the precinct’s resilience to heat and climate impacts.

Community feedback has strongly supported more greenery, safer crossings and better walking and cycling links — this project delivers each of those outcomes in one coordinated investment.

Project readiness

Design completed, project underway, further funding needed for full implementation.

Community benefit

- safer and more enjoyable walking and cycling routes
- improved access to Elsternwick Station and the Rosstown Rail Trail
- more street trees and shade, helping cool the area
- a stronger, more connected local centre
- increased foot traffic and support for local business

With targeted investment, the Elsternwick Green Link will become a key piece of local infrastructure that supports health, sustainability and vibrant community life.



Greenlink concept.

CAULFIELD PARK WESTERN GATEWAY UPGRADES

What we need

We are seeking \$1 million to deliver safety and access improvements to the entrance of Caulfield Park, located at the intersection of Hawthorn Road and Balaclava Road.

Type of ask

Funding for construction.

What this delivers

This funding would allow Council to deliver a safer and more accessible entry point to one of the municipality's most significant open spaces. The works would focus on improving pedestrian safety, strengthening sightlines, and upgrading crossing points.

The investment would deliver a noticeable uplift in safety and amenity. It would create clearer and more legible paths into the park, provide more accessible connections for people with mobility challenges, and improve the overall experience for those entering or moving around the precinct. The upgrade also responds directly to community feedback about unsafe crossing conditions and the need for better visibility at key access points. The works will significantly improve the journey experience for people using these entrances every day.

The opportunity

There is a clear opportunity for the Victorian Government to contribute to a visible project that strengthens community safety and enhances public access to a much loved park. Caulfield Park is heavily used across the week for recreation, sport, events and informal gatherings. Improving this gateway supports the community's expectation that major public open spaces are safe, accessible and welcoming for everyone.

Project readiness

Project design is complete. The project can move quickly to construction once funding is confirmed.

Community benefits

- Improves pedestrian and crossing safety, supporting people of all ages and abilities.
- A more inviting gateway to one of the most important community assets in the area.
- Encourages active transport, contributing to broader health and wellbeing goals.
- Responds directly to community concerns and demonstrates Council's commitment to listening and acting on safety issues.



Western gateway, Caulfield Park. Caulfield North.



MAJOR POLICY ASKS

**SAFE, SUPPORTED
AND INCLUSIVE
COMMUNITIES**

Community members dancing at Glen Eira Town Hall.

GLEN EIRA CITY COUNCIL CAULFIELD ELECTORATE — STATE ELECTION ADVOCACY PRIORITIES 2026 13

LOCAL HOMELESSNESS RESPONSE (ZERO PROJECT MODEL)

Type of ask

Program funding

What this delivers

A coordinated homelessness response with early intervention, proactive outreach and clear pathways to housing, health and employment.

Why it’s needed

Homelessness in Glen Eira is increasing. Most people are in unsafe, insecure or short-term accommodation, which harms health and stability. Service gaps and fragmented systems delay help.

What we need

- \$200,000 to establish a coordinated, place-based housing first model.
- Joint governance to close service gaps.
- Co-designed solutions with people with lived experience.

Community benefit

Earlier support, fewer people reaching crisis, and smoother transitions into stable housing.



ANTI-HATE AND SOCIAL COHESION PROGRAMS

Type of ask

Program funding

What this delivers

Local programs that reduce antisemitism, racism and discrimination, and build safer, more connected neighbourhoods.

Why it’s needed

Hate incidents are rising in Victoria, including in Glen Eira. These incidents undermine safety and cohesion. Councils are best placed to lead prevention and rapid response but need state backing to scale this work. The planned Royal Commission into antisemitism highlights the urgency.

What we need

- A dedicated state funding stream and partnership model.
- Resources for evidence-based programs like upstander training and social cohesion taskforces.
- Support for Council, State and community collaboration to share best practice and respond to incidents.

Community benefit

Safer spaces, stronger trust and more resilient communities.



DIVERSITY AND INCLUSION PROGRAMS

Type of ask

Program funding

What this delivers

Community-led programs that strengthen belonging and participation across Glen Eira's diverse communities.

Why it's needed

Glen Eira is one of Melbourne's most culturally diverse municipalities. More than one in three residents (37 per cent) were born overseas, and nearly one-third (30.9 per cent) speak a language other than English at home.

This diversity is a major strength — but not all communities have equal access to connection, representation or opportunities to participate in civic and community life. Smaller, emerging and marginalised groups often face barriers to engagement, including language, cost and lack of culturally safe spaces.

As the population continues to grow and diversify, targeted, locally delivered programs are needed to ensure no one is left behind.

What we need

- Small, flexible grants that build social connection, cultural expression and community leadership.

Community benefit

More welcoming neighbourhoods where everyone feels seen, valued and connected.

COMMUNITY SAFETY AND FAMILY VIOLENCE PREVENTION

Type of ask

Program funding

What this delivers

Evidence-based prevention and early intervention programs that improve safety in homes and public spaces, reduce harm and strengthen community wellbeing.

Why it's needed

Community safety pressures are growing as suburbs become busier. Property crime and perceptions of safety — especially after dark — affect how people use streets, shops and transport.

Family violence remains a serious issue. In 2023, 154 Glen Eira children were recorded as affected family members, with women the majority of victim-survivors. Without early intervention, impacts on children and families are long-lasting.

Safety is shaped by more than enforcement alone. Social connection, safe public spaces and accessible early support all play a critical role in preventing harm before it escalates.

What we need

- Long-term funding for prevention and early intervention programs that address both family violence and broader community safety.
- Targeted, tailored initiatives for families, women, older people and culturally diverse communities.
- Improved access to early support, including locally delivered, non-stigmatising entry points and place-based safety initiatives.

Community benefit

Safer households, safer streets and stronger long-term outcomes for children.

GAMBLING, COST OF LIVING AND HOUSING INSECURITY

Type of ask

Policy reform

What this delivers

Reforms that reduce gambling harm, strengthen housing access and support people at risk.

Why it's needed

- Cost-of-living pressures are pushing more people into housing stress.
- Glen Eira residents lost \$71.76 million in 2023–24 on gambling.
- Social and affordable housing supply is among the lowest in Melbourne.
- Planning reforms have shifted power away from councils without addressing the real barriers: construction costs, workforce shortages and market conditions.

What we need

- Major investment in social and affordable housing.
- Sustained early-intervention funding to prevent homelessness.
- Implementation of Alliance for Gambling Reform measures.
- Planning reforms that target real delivery barriers.
- Collaboration across councils, state, industry and financiers to convert approvals into built homes.
- Support for council-led strategic planning.

Community benefit

More housing, fewer gambling harms and better financial stability for residents.

KINDERGARTEN INFRASTRUCTURE

Type of ask

Capital funding

What this delivers

Modern, expanded kindergarten and early years facilities that can meet rapidly growing demand under Best Start, Best Life.

Why it's needed

Demand for kindergarten places is increasing faster than existing facilities can accommodate. Without investment, Glen Eira will face significant shortfalls in early years capacity over the next few years. This impacts families directly, reduces access to early learning, and places additional pressure on Council assets that are already ageing and stretched.

What we need

Significant capital investment to upgrade, expand and modernise early years centres across Glen Eira so that local families can access the places they are entitled to.

Community benefit

More children accessing high-quality early learning, stronger development outcomes, and greater certainty and choice for local families.



TRANSPORT, CONNECTIVITY AND ACTIVE TRAVEL

Type of ask

Capital and program funding

What this delivers

Safer crossings, better public transport connections and real, everyday options to walk, cycle or catch public transport — supported by state investment that makes networks work at scale, not just in isolated pockets.

Why it's needed

Glen Eira is busy and growing, but transport choices have not kept up. We have good north–south rail lines, but limited east–west links, so buses, trams and safe cycling routes do most of the work for local trips.

Bus services are often infrequent and poorly connected, especially in middle-ring suburbs like Bentleigh where the State is directing more housing growth. Without stronger bus investment, people are pushed onto already congested roads and left with few alternatives.

Cycling faces the same issue. Local upgrades help, but we need State-led delivery of strategic cycling corridors to connect between suburbs.

Accessibility is also lagging. Many train stations and tram stops still lack step-free access, limiting independence for people with disability, carers and older residents. Missing links, unsafe crossings and poor interchanges make everyday walking and cycling harder too.

What we need

- Delivery of strategic cycling corridors on State roads, beyond smaller activity centre tools — turning planned corridors into real, connected infrastructure.
- Regionally planned bus improvements with dedicated State budgets, including higher frequencies, better east–west routes, accessible stops and stronger multimodal interchanges.
- Integrated planning to improve bus/train interchange, station accessibility and first- and last-mile connections — so public transport works as a system not disconnected modes.
- Faster delivery of tram accessibility upgrades, including non-trunk sections.
- Investment in safe crossings and connected walking and cycling routes that support everyday trips.

Community benefit

Safer streets. Less congestion. Better access to education, services and jobs.

Targeted State investment in buses, trams, cycling corridors and accessibility unlocks the full value of activity centre growth. It gives people real choices, supports inclusion, improves health and cuts emissions — helping suburbs function as connected, walkable centres rather than traffic bottlenecks.



CLIMATE ACTION, RESILIENCE AND URBAN GREENING

Type of ask

Capital, program and policy funding

What this delivers

Better drainage, greener streets, stronger tree protection and reduced reliance on gas.

Why it's needed

Climate impacts are intensifying. Victoria is experiencing more frequent extreme heat days and heavier short duration rainfall, increasing flood risk and pressure on ageing drainage systems.

Glen Eira is particularly exposed. Tree canopy sits at around 14 per cent, one of the lowest levels in metropolitan Melbourne and well below what's needed to cool streets and reduce urban heat. Council's adopted target is 22 per cent canopy cover by 2040, reflecting strong evidence that trees are critical climate infrastructure. At the same time, many council buildings still rely on gas, despite Victoria moving to require all electric new buildings from 2027. Without investment, councils face rising operating costs, stranded assets and emissions that undermine climate targets.

What we need

- Drainage and stormwater upgrades to manage heavier rainfall events.
- Expansion of the *Urban Forest Strategy* and stronger canopy protections.
- Policy support for greening initiatives across public and private land.
- Support for Council's transition off gas in buildings and facilities.

Community benefit

Cooler streets, reduced flood risk, lower emissions and neighbourhoods better equipped for a changing climate.

BIODIVERSITY, PARKS AND OPEN SPACE

Type of ask

Capital funding

What this delivers

More parks, green corridors and biodiversity rich habitat areas.

Why it's needed

Glen Eira has the lowest open space per capita of any metropolitan Melbourne council, limiting access to nature, play and respite — particularly in higher density areas. As the population grows, opportunities to secure new land for parks are shrinking. Without intervention, urban heat, biodiversity loss and inequitable access to green space will worsen.

Green corridors and habitat areas also play a critical role in cooling neighbourhoods, improving air quality and supporting urban wildlife, while linking communities to parks and activity centres.

What we need

- Investment in new parks, green corridors and biodiversity rich open space.
- Stronger planning rules requiring open space in high density developments.
- State led policy and sustainable funding models to support land acquisition.

Community benefit

Cleaner air, cooler streets and more places to play, relax and connect — supporting health, wellbeing and climate resilience.

ELSTER CREEK AND CLIMATE ALLIANCES

Type of ask

Program funding

What this delivers

Regional partnerships that strengthen flood management and climate resilience.

Why it's needed

Flooding does not stop at council boundaries. Catchment wide systems like Elster Creek require coordinated planning, shared data and joint investment to be effective under changing climate conditions.

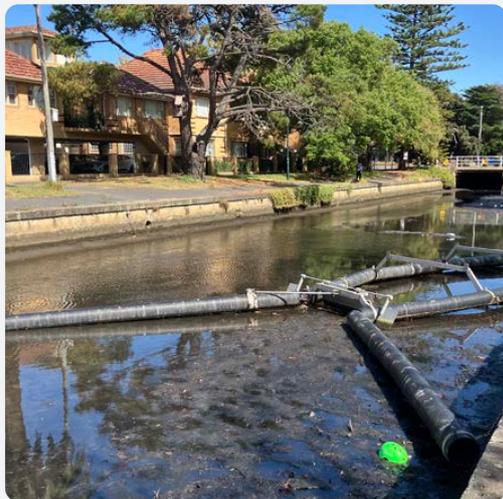
Without regional coordination, councils risk fragmented responses and higher long term costs.

What we need

- Ongoing funding for joint planning, modelling and resilience projects across the Elster Creek catchment and climate alliances.

Community benefit

Reduced flood impacts, better coordination across councils and more resilient communities.



CONTAINER DEPOSIT SCHEME EXPANSION

Type of ask

Policy reform

What this delivers

A simpler, more effective recycling system that is easier for the community to use and more efficient for councils to operate. Expanding the scheme will reduce contamination in kerbside bins, increase recovery rates for high value materials and create clearer incentives for households to return containers. It also supports a more consistent statewide approach and reduces pressure on council waste services.

Why it's needed

The current Victorian container deposit scheme excludes wine and spirit bottles. As a result, many glass products continue to enter kerbside bins, where breakage causes contamination, lowers recycling quality and increases processing costs for councils. Expanding the scheme would shift these materials into a high value stream, reduce the burden on kerbside systems and support the transition to a more circular economy.

What we need

- Expansion of the container deposit scheme to include wine and spirit bottles, as well as other commonly used container types that remain outside the current system.
- A clear, staged implementation plan that allows councils, industry and community collection points to prepare for increased volumes.
- Alignment with statewide waste reform to ensure consistent messaging and strong public understanding.

Community benefit

Higher recycling rates, reduced contamination and less waste to landfill. A broader scheme improves environmental outcomes, supports behaviour change, reduces costs in local kerbside systems and helps build a cleaner, more circular waste economy for Victorian households.

CIRCULAR ECONOMY, WASTE REFORM AND INNOVATION

Type of ask

Policy reform

What this delivers

A stronger waste system that cuts landfill, boosts recycling and supports a more circular, low emissions future.

Why it's needed

Waste is increasing, landfill costs and emissions are rising and current systems cannot keep up. Councils need clear pathways, better infrastructure and support to adopt new technologies safely and responsibly.

What we need

- Modern recycling and resource recovery infrastructure
- Strong, ongoing community education
- National recycled content targets
- More water sensitive urban design
- Government/industry partnership to assess best practice landfill alternatives
- Engagement with government, industry and the community to explore new waste and recovery technologies
- Policy settings that support the clean energy transition and assess emerging technologies through a community, health and environmental lens

Community benefit

Cleaner neighbourhoods, less waste to landfill, lower long-term costs, new jobs and a safer, more sustainable waste system.

SERVICE RATE GUIDELINES REVIEW

Type of ask

Policy

What this delivers

A fairer, more sustainable funding model for local services.

Why it's needed

- Costs continue to rise while federal grants decline.
- Glen Eira absorbed \$18 million in unfunded service transfers last year.
- New state imposed fees are driving up costs.
- Funding for key programs has not kept pace with demand.

What we need

- A review of funding frameworks.
- An end to unfunded mandates.

Community benefit

Reliable, sustainable essential services.



**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

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National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. <https://internet-relay.nrscall.gov.au>

Social media**Glen Eira City Council:**

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

LinkedIn:

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

Glen Eira arts, gallery and events:

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GLEN EIRA
CITY COUNCIL

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

Glen Eira City Council

Oakleigh Electorate — State Election Advocacy Priorities 2026



Artist's impression of a future Ames Avenue (Rosstown) open space — neighbourhood park, Carnegie.



ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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MESSAGE FROM THE MAYOR



I am pleased to present Glen Eira City Council's advocacy priorities for the Oakleigh electorate. These priorities focus on the Carnegie and Murrumbeena precincts, where our community has told us they want more usable open space, safer and more accessible streets, and modern community facilities that keep pace with growth.

Through these projects and programs, we are seeking to:

- deliver new neighbourhood parks and greener, cooler streets
- modernise key community facilities, including libraries and sports infrastructure
- improve pedestrian and cycling safety, particularly around schools and activity centres
- support safe, inclusive and connected communities, and
- accelerate meaningful climate action and resilience at the local level.

Like many councils, we are facing rising costs and growing demand for services and infrastructure. We are carefully prioritising essential services and making every dollar work harder, but we cannot meet all of these needs alone. Fair and sustained partnerships with the Victorian Government are vital so we can deliver the open space, community facilities, transport links and local programs that our residents rely on.

We invite you to work with us to progress these priorities and to visit Carnegie and Murrumbeena to see first-hand the opportunities these projects present for the Oakleigh community.

Cr Dr Simone Zmood

Glen Eira Mayor



**MAJOR PROJECTS
AND FUNDING ASKS**

**CREATING MORE
OPEN SPACE AND
ACTIVE PLACES**



AMES AVENUE (ROSSTOWN) OPEN SPACE — NEIGHBOURHOOD PARK

What we need

\$1.5 million to support the delivery of Ames Avenue Park, Carnegie. Council has already invested \$2.4 million in land purchase, design and demolition. With State Government funding this year, construction could be completed in 2026–2027. This option delivers a new neighbourhood park that addresses the open space gap and improves local amenity, canopy cover and recreation opportunities.

Type of ask

Staged construction funding.

What this delivers

A new neighbourhood park in Carnegie that provides greener streets, local play opportunities and welcoming spaces for the community. The park has been designed to support increased density and growth, while enhancing walkability and liveability in the surrounding streets.

The opportunity

This project addresses a critical open space gap in the Carnegie area, as identified in the *Open Space Strategy Refresh 2020*. Glen Eira has one of the lowest levels of open space per capita in metropolitan Melbourne, with only 1.3 hectares per 1,000 residents. Carnegie's Major Activity Centre is projected to grow by 22 per cent by 2031, with around 70 per cent of new residents living in high-density housing.

Following the closure of the former Rosstown Community facility, Council asked the community what they wanted the site to become. In 2022, residents overwhelmingly supported transforming it into passive open space. Council then purchased the adjoining property to expand the park footprint to 4,062 m². Both sites have now been cleared and are ready to become high quality public open space.

Project readiness

Ready to deliver — detailed design completed.

Community benefit

This park will provide much-needed relief in a densely populated area with limited access to green space. It will improve local liveability, support recreation, and enhance health and wellbeing. The new passive open space will complement nearby sporting reserves, which are already under pressure from population growth.

As well as supporting community use, the park will strengthen local climate resilience by reducing heat, managing stormwater run-off and helping to minimise flooding impacts. Once delivered, it will be an intergenerational community asset that supports social connection, recreation and wellbeing for many years to come.

AMES AVENUE (ROSSTOWN) OPEN SPACE — NEIGHBOURHOOD PARK



Ames Avenue (Rosstown) open space scheme.

AMES AVENUE (ROSSTOWN) OPEN SPACE — NEIGHBOURHOOD PARK



Artist's impressions: Ames Avenue (Rosstown) open space — neighbourhood park, Carnegie.

KOORNANG ROAD REVITALISATION — CARNEGIE

What we need

\$2.25 million in state funding to co-fund detailed design and construction.

Type of ask

Staged construction funding.

What this delivers

Upgrades guided by the *Koornang Road Masterplan*, including:

- more trees and improved shade
- upgraded footpaths
- safer pedestrian crossings
- new seating and public realm improvements
- enhanced lighting and accessibility
- spaces that support outdoor dining and community gathering

These works will create a safer, greener and more welcoming activity centre that supports local traders and encourages people to walk, shop and connect.

The opportunity

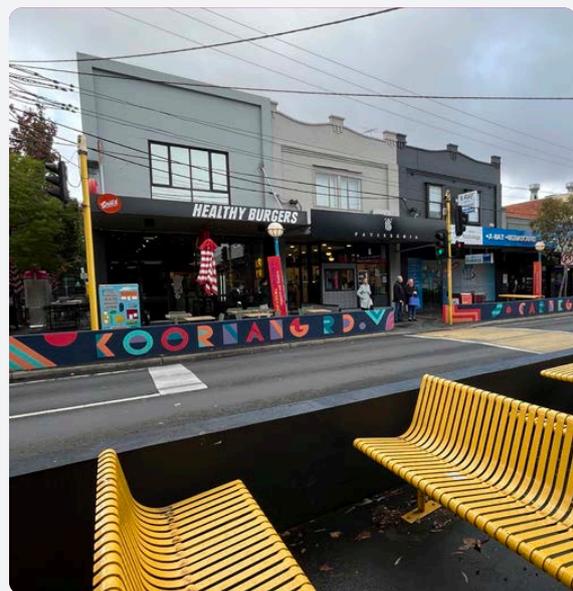
Koornang Road is already one of Glen Eira's most vibrant and well-loved activity centres. With strategic investment, it can become a truly people-focused high street that attracts more visitors, supports local traders and strengthens the character of Carnegie. Streetscape upgrades offer the chance to create a greener, safer and more welcoming environment that encourages outdoor dining, community gathering and active travel. This project provides a rare opportunity to shape the long-term identity and economic vitality of one of Glen Eira's busiest precincts.

Project readiness

Masterplan currently being developed. Funding sought for detailed design and construction, with flexibility to deliver the project in stages.

Community benefit

- A greener, cooler and more attractive shopping precinct
- Safer crossings for children, older residents and people with disability
- Better footpaths that make it easier for people to move around the precinct
- Stronger support for local traders through improved amenity and increased foot traffic
- More welcoming spaces for outdoor dining, socialising and community events
- A revitalised activity centre that boosts local economic activity
- Improved comfort through shade, seating and upgraded public spaces
- A more accessible, people-friendly Carnegie for residents, visitors and businesses.



Koornang Road shopping precinct, Carnegie.

BUTE STREET NETBALL AND MULTIPURPOSE FACILITIES

What we need

\$500,000 for detailed design and construction of new community sport and multipurpose facilities at Bute Street, Murrumbeena.

Type of ask

Funding for detailed design and construction.

What this delivers

New, modern netball and multipurpose courts supported by upgraded community facilities. The project will increase access to safe, high-quality places to play sport, train, learn and gather. It will particularly expand opportunities for women, girls and young people to participate in organised sport and casual recreation.

The opportunity

Glen Eira has high demand for modern, accessible sporting facilities, especially for women and girls. Bute Street provides a unique opportunity to deliver new community sport spaces that respond directly to this need. With the concept design nearly complete, the project can move quickly into delivery. The redevelopment will activate an under-utilised site, support local clubs and create flexible facilities that serve community needs beyond sport. It is a chance to deliver fit-for-purpose, female-friendly infrastructure that strengthens health, connection and participation.

Project readiness

Concept design nearly completed.

Community benefit

- More opportunities for women and girls to participate in netball and other sports, addressing long-standing gaps in female-friendly facilities
- Improved access to local sport, reducing travel time and supporting families with convenient, nearby facilities
- Flexible spaces for multiple community uses, including training, exercise, social sport, school programs and community activities
- Healthier and more active communities, with more opportunities for regular physical activity
- Safer, modern facilities that meet current standards for lighting, accessibility and community use
- Support for local clubs and volunteers, with better infrastructure that helps clubs grow and engage more participants
- Stronger community connection, with more places for people to meet, play, learn and socialise close to home.



Bute Street car park, Murrumbeena Community Hub, Murrumbeena.

CARNEGIE LIBRARY AND COMMUNITY CENTRE UPGRADE

What we need

\$200,000 in funding for detailed design and \$2 million for construction to progress the next stage of the redevelopment.

Type of ask

Funding for detailed design and construction.

What this delivers

A reconfigured and modernised Carnegie Library and Community Centre that supports contemporary library services, flexible learning spaces, inclusive community use and improved accessibility. The upgrade will transform the existing building to better meet the needs of a growing and diverse community.

The opportunity

Carnegie Library and Community Centre is already a key community anchor in one of Glen Eira's busiest activity centres. Modernising the building presents a significant opportunity to re-imagine how the space supports learning, creativity, connection and lifelong education. By redesigning the layout, upgrading accessibility and improving environmental performance, the library can evolve into a contemporary community hub that meets changing needs.

The project enables Council to future-proof a highly valued asset, strengthen local activity and deliver flexible spaces that support programs, digital inclusion and community life.

Project readiness

Concept design completed.

Community benefit

A renewed Carnegie Library and Community Centre will:

- create welcoming, flexible spaces for reading, study, collaboration and creative learning
- support children, young people and families with better program rooms and dedicated areas
- improve accessibility so people of all ages and abilities can comfortably use the building
- provide modern facilities for community groups, workshops, lifelong learning and digital inclusion programs
- strengthen Carnegie's role as a vibrant local centre and gathering place
- support community wellbeing by creating a safe, inclusive and connected public space
- improve environmental performance, reducing long-term operating costs and emissions.



Carnegie Library and Community Centre, Carnegie.

MURRUMBEENA PEDESTRIAN SAFETY

What we need

We are seeking \$350,000 to upgrade the existing school crossing on Neerim Road, Murrumbeena, by installing a pedestrian-operated signal crossing. Council will contribute \$17,000 to the project. With State Government funding this year, the upgrade can be completed in 2026–2027.

Type of ask

Funding for detailed design and construction.

What this delivers

A new pedestrian operated signal crossing near Murrumbeena Primary School and Boyd Park. This will improve safety and accessibility for children, families, cyclists and park visitors who use this busy route every day.

The opportunity

Boyd Park is a well used community space linking the Djerring Trail to Dandenong Road and beyond. With a playground, picnic facilities, open lawns and a dog off leash area, it attracts families, young children and recreational users.

The current school crossing on Neerim Road is heavily used by students, families and cyclists. Upgrading this point to a signalised crossing will significantly improve safety, reduce risk and support easier connections between the different areas of the park and surrounding walking and cycling networks.

Project readiness

Concept design underway.

Community benefit

This project will improve safety, reduce traffic conflicts and make it easier and more comfortable for people to cross Neerim Road. Signalised pedestrian crossings slow traffic and reduce crashes. They also make neighbourhoods more walkable and appealing.

Children and young people will benefit from a safer, less stressful journey to school. Park visitors will be able to move more easily between the Djerring Trail, the playground and surrounding residential streets. Cyclists will enjoy clearer and safer connections through the area.

By making walking and riding more attractive, this project supports healthier, more active travel. It aligns with Council's *Integrated Transport Strategy 2018–2031 (2024 Refresh)* and helps build a more sustainable local transport network.



An upgrade the existing school crossing on Neerim Road, Murrumbeena is needed,



MAJOR POLICY ASKS

**SAFE, SUPPORTED AND
INCLUSIVE COMMUNITIES**

FUTURE READY PLACES

**RESILIENT COMMUNITIES
AND CLEAN ENERGY**

Community members dancing at Glen Eira Town Hall.

GLEN EIRA CITY COUNCIL OAKLEIGH ELECTORATE — STATE ELECTION ADVOCACY PRIORITIES 2026 14

LOCAL HOMELESSNESS RESPONSE (ZERO PROJECT MODEL)

Type of ask

Program funding

What this delivers

A coordinated homelessness response with early intervention, proactive outreach and clear pathways to housing, health and employment.

Why it’s needed

Homelessness in Glen Eira is increasing. Most people are in unsafe, insecure or short-term accommodation, which harms health and stability. Service gaps and fragmented systems delay help.

What we need

- \$200,000 to establish a coordinated, place-based housing first model.
- Joint governance to close service gaps.
- Co-designed solutions with people with lived experience.

Community benefit

Earlier support, fewer people reaching crisis, and smoother transitions into stable housing.



ANTI-HATE AND SOCIAL COHESION PROGRAMS

Type of ask

Program funding

What this delivers

Local programs that reduce antisemitism, racism and discrimination, and build safer, more connected neighbourhoods.

Why it’s needed

Hate incidents are rising in Victoria, including in Glen Eira. These incidents undermine safety and cohesion. Councils are best placed to lead prevention and rapid response but need state backing to scale this work. The planned Royal Commission into antisemitism highlights the urgency.

What we need

- A dedicated state funding stream and partnership model.
- Resources for evidence-based programs like upstander training and social cohesion taskforces.
- Support for Council, State and community collaboration to share best practice and respond to incidents.

Community benefit

Safer spaces, stronger trust and more resilient communities.



DIVERSITY AND INCLUSION PROGRAMS

Type of ask

Program funding

What this delivers

Community-led programs that strengthen belonging and participation across Glen Eira's diverse communities.

Why it's needed

Glen Eira is one of Melbourne's most culturally diverse municipalities. More than one in three residents (37 per cent) were born overseas, and nearly one-third (30.9 per cent) speak a language other than English at home.

This diversity is a major strength — but not all communities have equal access to connection, representation or opportunities to participate in civic and community life. Smaller, emerging and marginalised groups often face barriers to engagement, including language, cost and lack of culturally safe spaces.

As the population continues to grow and diversify, targeted, locally delivered programs are needed to ensure no one is left behind.

What we need

- Small, flexible grants that build social connection, cultural expression and community leadership.

Community benefit

More welcoming neighbourhoods where everyone feels seen, valued and connected.

COMMUNITY SAFETY AND FAMILY VIOLENCE PREVENTION

Type of ask

Program funding

What this delivers

Evidence-based prevention and early intervention programs that improve safety in homes and public spaces, reduce harm and strengthen community wellbeing.

Why it's needed

Community safety pressures are growing as suburbs become busier. Property crime and perceptions of safety — especially after dark — affect how people use streets, shops and transport.

Family violence remains a serious issue. In 2023, 154 Glen Eira children were recorded as affected family members, with women the majority of victim-survivors. Without early intervention, impacts on children and families are long-lasting.

Safety is shaped by more than enforcement alone. Social connection, safe public spaces and accessible early support all play a critical role in preventing harm before it escalates.

What we need

- Long-term funding for prevention and early intervention programs that address both family violence and broader community safety.
- Targeted, tailored initiatives for families, women, older people and culturally diverse communities.
- Improved access to early support, including locally delivered, non-stigmatising entry points and place-based safety initiatives.

Community benefit

Safer households, safer streets and stronger long-term outcomes for children.

GAMBLING, COST OF LIVING AND HOUSING INSECURITY

Type of ask

Policy reform

What this delivers

Reforms that reduce gambling harm, strengthen housing access and support people at risk.

Why it's needed

- Cost-of-living pressures are pushing more people into housing stress.
- Glen Eira residents lost \$71.76 million in 2023–24 on gambling.
- Social and affordable housing supply is among the lowest in Melbourne.
- Planning reforms have shifted power away from councils without addressing the real barriers: construction costs, workforce shortages and market conditions.

What we need

- Major investment in social and affordable housing.
- Sustained early-intervention funding to prevent homelessness.
- Implementation of Alliance for Gambling Reform measures.
- Planning reforms that target real delivery barriers.
- Collaboration across councils, state, industry and financiers to convert approvals into built homes.
- Support for council-led strategic planning.

Community benefit

More housing, fewer gambling harms and better financial stability for residents.

KINDERGARTEN INFRASTRUCTURE

Type of ask

Capital funding

What this delivers

Modern, expanded kindergarten and early years facilities that can meet rapidly growing demand under Best Start, Best Life.

Why it's needed

Demand for kindergarten places is increasing faster than existing facilities can accommodate. Without investment, Glen Eira will face significant shortfalls in early years capacity over the next few years. This impacts families directly, reduces access to early learning, and places additional pressure on Council assets that are already ageing and stretched.

What we need

Significant capital investment to upgrade, expand and modernise early years centres across Glen Eira so that local families can access the places they are entitled to.

Community benefit

More children accessing high-quality early learning, stronger development outcomes, and greater certainty and choice for local families.



TRANSPORT, CONNECTIVITY AND ACTIVE TRAVEL

Type of ask

Capital and program funding

What this delivers

Safer crossings, better public transport connections and real, everyday options to walk, cycle or catch public transport — supported by state investment that makes networks work at scale, not just in isolated pockets.

Why it's needed

Glen Eira is busy and growing, but transport choices have not kept up. We have good north–south rail lines, but limited east–west links, so buses, trams and safe cycling routes do most of the work for local trips.

Bus services are often infrequent and poorly connected, especially in middle-ring suburbs like Bentleigh where the State is directing more housing growth. Without stronger bus investment, people are pushed onto already congested roads and left with few alternatives.

Cycling faces the same issue. Local upgrades help, but we need State-led delivery of strategic cycling corridors to connect between suburbs.

Accessibility is also lagging. Many train stations and tram stops still lack step-free access, limiting independence for people with disability, carers and older residents. Missing links, unsafe crossings and poor interchanges make everyday walking and cycling harder too.

What we need

- Delivery of strategic cycling corridors on State roads, beyond smaller activity centre tools — turning planned corridors into real, connected infrastructure.
- Regionally planned bus improvements with dedicated State budgets, including higher frequencies, better east–west routes, accessible stops and stronger multimodal interchanges.
- Integrated planning to improve bus/train interchange, station accessibility and first- and last-mile connections — so public transport works as a system not disconnected modes.
- Faster delivery of tram accessibility upgrades, including non-trunk sections.
- Investment in safe crossings and connected walking and cycling routes that support everyday trips.

Community benefit

Safer streets. Less congestion. Better access to education, services and jobs.

Targeted State investment in buses, trams, cycling corridors and accessibility unlocks the full value of activity centre growth. It gives people real choices, supports inclusion, improves health and cuts emissions — helping suburbs function as connected, walkable centres rather than traffic bottlenecks.



CLIMATE ACTION, RESILIENCE AND URBAN GREENING

Type of ask

Capital, program and policy funding

What this delivers

Better drainage, greener streets, stronger tree protection and reduced reliance on gas.

Why it's needed

Climate impacts are intensifying. Victoria is experiencing more frequent extreme heat days and heavier short duration rainfall, increasing flood risk and pressure on ageing drainage systems.

Glen Eira is particularly exposed. Tree canopy sits at around 14 per cent, one of the lowest levels in metropolitan Melbourne and well below what's needed to cool streets and reduce urban heat. Council's adopted target is 22 per cent canopy cover by 2040, reflecting strong evidence that trees are critical climate infrastructure. At the same time, many council buildings still rely on gas, despite Victoria moving to require all electric new buildings from 2027. Without investment, councils face rising operating costs, stranded assets and emissions that undermine climate targets.

What we need

- Drainage and stormwater upgrades to manage heavier rainfall events.
- Expansion of the *Urban Forest Strategy* and stronger canopy protections.
- Policy support for greening initiatives across public and private land.
- Support for Council's transition off gas in buildings and facilities.

Community benefit

Cooler streets, reduced flood risk, lower emissions and neighbourhoods better equipped for a changing climate.

BIODIVERSITY, PARKS AND OPEN SPACE

Type of ask

Capital funding

What this delivers

More parks, green corridors and biodiversity rich habitat areas.

Why it's needed

Glen Eira has the lowest open space per capita of any metropolitan Melbourne council, limiting access to nature, play and respite — particularly in higher density areas. As the population grows, opportunities to secure new land for parks are shrinking. Without intervention, urban heat, biodiversity loss and inequitable access to green space will worsen.

Green corridors and habitat areas also play a critical role in cooling neighbourhoods, improving air quality and supporting urban wildlife, while linking communities to parks and activity centres.

What we need

- Investment in new parks, green corridors and biodiversity rich open space.
- Stronger planning rules requiring open space in high density developments.
- State led policy and sustainable funding models to support land acquisition.

Community benefit

Cleaner air, cooler streets and more places to play, relax and connect — supporting health, wellbeing and climate resilience.

ELSTER CREEK AND CLIMATE ALLIANCES

Type of ask

Program funding

What this delivers

Regional partnerships that strengthen flood management and climate resilience.

Why it's needed

Flooding does not stop at council boundaries. Catchment wide systems like Elster Creek require coordinated planning, shared data and joint investment to be effective under changing climate conditions.

Without regional coordination, councils risk fragmented responses and higher long term costs.

What we need

- Ongoing funding for joint planning, modelling and resilience projects across the Elster Creek catchment and climate alliances.

Community benefit

Reduced flood impacts, better coordination across councils and more resilient communities.



CONTAINER DEPOSIT SCHEME EXPANSION

Type of ask

Policy reform

What this delivers

A simpler, more effective recycling system that is easier for the community to use and more efficient for councils to operate. Expanding the scheme will reduce contamination in kerbside bins, increase recovery rates for high value materials and create clearer incentives for households to return containers. It also supports a more consistent statewide approach and reduces pressure on council waste services.

Why it's needed

The current Victorian container deposit scheme excludes wine and spirit bottles. As a result, many glass products continue to enter kerbside bins, where breakage causes contamination, lowers recycling quality and increases processing costs for councils. Expanding the scheme would shift these materials into a high value stream, reduce the burden on kerbside systems and support the transition to a more circular economy.

What we need

- Expansion of the container deposit scheme to include wine and spirit bottles, as well as other commonly used container types that remain outside the current system.
- A clear, staged implementation plan that allows councils, industry and community collection points to prepare for increased volumes.
- Alignment with statewide waste reform to ensure consistent messaging and strong public understanding.

Community benefit

Higher recycling rates, reduced contamination and less waste to landfill. A broader scheme improves environmental outcomes, supports behaviour change, reduces costs in local kerbside systems and helps build a cleaner, more circular waste economy for Victorian households.

CIRCULAR ECONOMY, WASTE REFORM AND INNOVATION

Type of ask

Policy reform

What this delivers

A stronger waste system that cuts landfill, boosts recycling and supports a more circular, low emissions future.

Why it's needed

Waste is increasing, landfill costs and emissions are rising and current systems cannot keep up. Councils need clear pathways, better infrastructure and support to adopt new technologies safely and responsibly.

What we need

- Modern recycling and resource recovery infrastructure
- Strong, ongoing community education
- National recycled content targets
- More water sensitive urban design
- Government/industry partnership to assess best practice landfill alternatives
- Engagement with government, industry and the community to explore new waste and recovery technologies
- Policy settings that support the clean energy transition and assess emerging technologies through a community, health and environmental lens

Community benefit

Cleaner neighbourhoods, less waste to landfill, lower long-term costs, new jobs and a safer, more sustainable waste system.

SERVICE RATE GUIDELINES REVIEW

Type of ask

Policy

What this delivers

A fairer, more sustainable funding model for local services.

Why it's needed

- Costs continue to rise while federal grants decline.
- Glen Eira absorbed \$18 million in unfunded service transfers last year.
- New state imposed fees are driving up costs.
- Funding for key programs has not kept pace with demand.

What we need

- A review of funding frameworks.
- An end to unfunded mandates.

Community benefit

Reliable, sustainable essential services.



**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

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National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. <https://internet-relay.nrscall.gov.au>

Social media**Glen Eira City Council:**

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

LinkedIn:

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

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

www.instagram.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESAConline

www.instagram.com/gleneiraleisure

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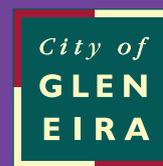
Glen Eira sustainable living:

www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices

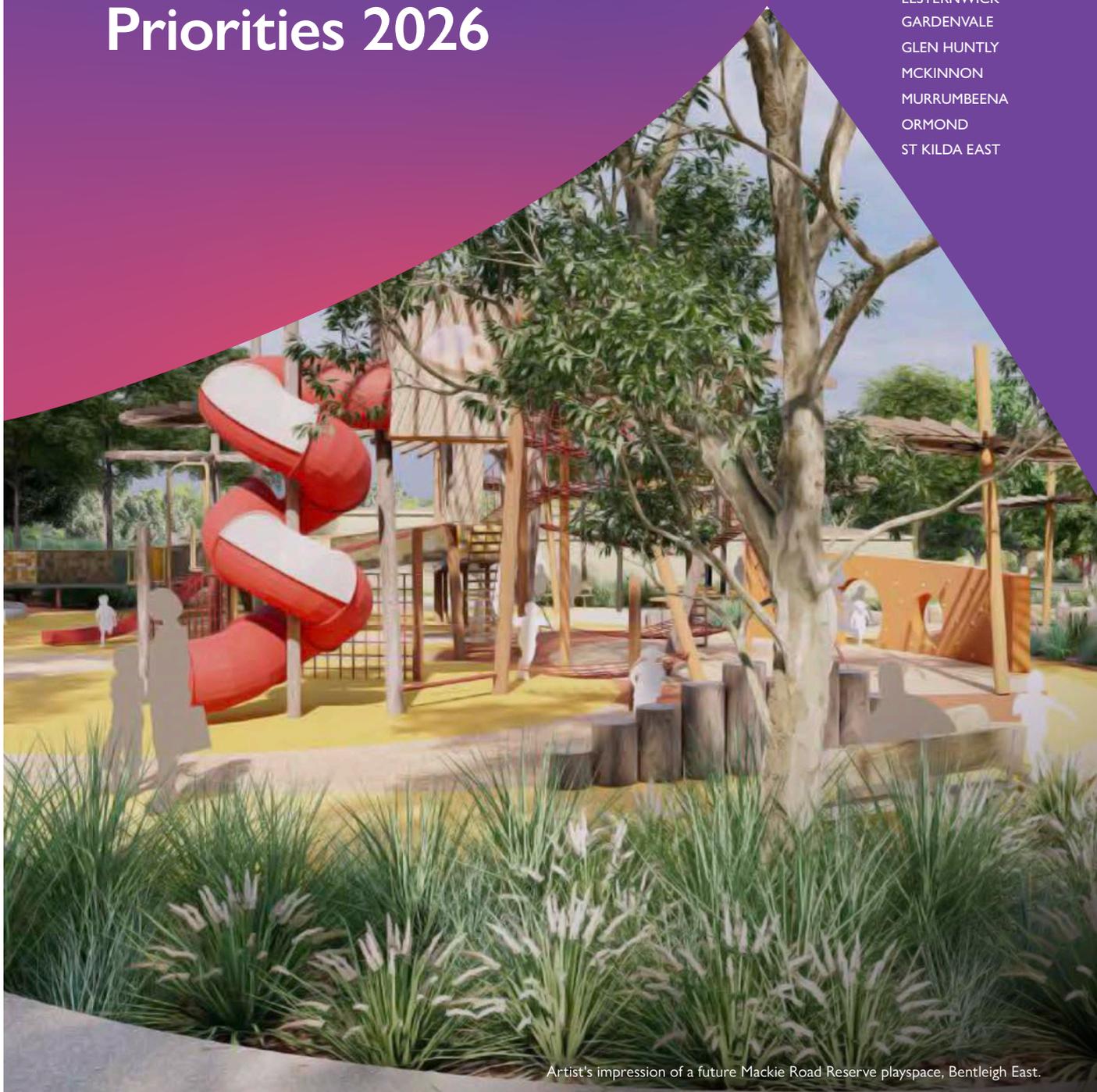


GLEN EIRA
CITY COUNCIL

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

Glen Eira City Council

Bentleigh Electorate — State Election Advocacy Priorities 2026



Artist's impression of a future Mackie Road Reserve playspace, Bentleigh East.



ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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MESSAGE FROM THE MAYOR



I am pleased to present Glen Eira City Council's advocacy priorities for the Bentleigh electorate. These priorities focus on Bentleigh and Bentleigh East, where our community consistently tells us they want safer and more accessible streets, upgraded sporting and community facilities, and improved local open spaces that keep pace with growth.

Through these projects and programs, we are seeking to:

- deliver modern community and sports infrastructure that supports equitable access
- revitalise key activity centres, including Centre Road
- create greener, cooler and more walkable neighbourhoods
- support safe, inclusive and connected communities
- strengthen climate resilience at the local level.

Like many councils, we are managing rising costs and increasing demand for essential services and infrastructure. We continue to prioritise what matters most, but we cannot deliver these upgrades alone. Long-term partnerships with the Victorian Government are vital so we can provide the open space, facilities, transport links and local programs that residents rely on.

We look forward to working with you to progress these priorities, and we invite you to visit Bentleigh and Bentleigh East to see first-hand the opportunities these projects present for the local community.

Cr Dr Simone Zmood
Glen Eira Mayor



**MAJOR PROJECTS
AND FUNDING ASKS**

**CREATING MORE
OPEN SPACE AND
ACTIVE PLACES**

Porter Road site, Bentleigh.

PORTER ROAD OPEN SPACE — NEIGHBOURHOOD PARK

What we need

Council is seeking support to deliver the new Porter Road neighbourhood park in Bentleigh. There are two funding options.

Option 1: Full project funding

Provide \$2 million to complete the project. Council has already invested \$5.8 million in land purchase and design. With funding this year, the park can be delivered in 2026–2027. This option delivers a high quality neighbourhood park that supports passive recreation, canopy planting, native landscaping and informal play, addressing a clear open space need in the area.

Option 2: Open space component only

Provide \$1 million to deliver the core open space works, or \$1.5 million to include both the open space and the basketball court. This would still provide a welcoming, climate-resilient and accessible local park within walking distance of surrounding residents, contributing to improved equity of open space provision across the municipality.

Type of ask

Staged construction funding, with smaller contribution options available.

What this delivers

A new neighbourhood park with play spaces, shade and community areas.

The design expands the site by using parts of the road reserve and widening the footpath for safer north–south movement. The park will include informal recreation areas and facilities for all ages, including:

- open grass for ball games
- a basketball and netball half court
- play equipment, swings and a treehouse
- picnic shelter and tables

- new trees and garden beds for cooling and biodiversity
- screen planting to protect neighbouring privacy

Existing trees will be retained wherever possible, supported by new canopy and native planting.

The opportunity

Glen Eira has one of the lowest levels of open space in metropolitan Melbourne, with only 1.3 hectares per 1,000 residents. Council has secured the land and completed the design. Now we need investment to create nearly 2,000 square metres of much-needed open space in a neighbourhood with limited access to parks.

Project readiness

Detailed design completed.

Community benefits

This project delivers what our community consistently asks for: more green space close to home. The park will support mental wellbeing, everyday recreation and social connection. It will also provide shade, help cool the area during heatwaves and improve flood resilience.

With funding, Porter Road Park will become a welcoming, well-used space for local families now and into the future.

PORTER ROAD OPEN SPACE — NEIGHBOURHOOD PARK



- | | | | |
|---|--|--|--|
| <p>1. 30x20m open grassed area.</p> <p>2. Shaded seats.</p> <p>3. Picnic tables and shelter overlooking open grassed area and playspace.</p> <p>4. Bird nest swing.</p> | <p>5. Bench seat adjoining garden bed planting overlooking swings and fitness equipment.</p> <p>6. Fitness equipment.</p> <p>7. Outdoor table tennis with seating.</p> | <p>8. Low grassed mounds for informal seating.</p> <p>9. Screen planting between adjoining residential and the Park.</p> | <p>10. Widen 2.5m footpath to the perimeter of the open space to maximise the use of the open grassed area, utilising the parallel parking area.</p> |
|---|--|--|--|

MACKIE ROAD RESERVE UPGRADES

What we need

Council is seeking support to deliver the next stage of the *Mackie Road Reserve Masterplan* in Bentleigh East. There are two funding options.

Option 1: Full project funding

Provide \$5.85 million to complete the next stage of the *Masterplan*. Council has already invested \$3.6 million in land and design. With funding this year, delivery is possible in 2026–2027. This option delivers a new, inclusive and accessible playspace with improved shade, canopy, seating, gathering areas and distinctive pinwheel structures, creating an intergenerational space that supports both structured and informal recreation.

Option 2: Playspace component only

Provide \$1.6 million to deliver the playspace upgrade. This would create a unique and identifiable new play area with inclusive play opportunities, more tree canopy, native planting and enhanced seating and gathering areas, contributing to improved amenity and biodiversity within the reserve.

Type of ask

Staged construction funding, with options for smaller contributions.

What this delivers

A modern, inclusive and upgraded open space hub for Bentleigh East. Key improvements include:

- upgraded sports oval
- new garden and seating areas
- all-abilities play space
- better access, pathways and parking at the Orange Street entrance
- energy-efficient lighting, water-saving features and solar panels

- more green space and more tree canopy
- These upgrades will create a more accessible, welcoming and sustainable reserve for sport, recreation and community use.

The opportunity

Demand for community sport and open space is growing fast. Mackie Road Reserve is a major community asset, and its refreshed *Masterplan* is based on strong local input. The Victorian Government has already committed \$3 million to a new pavilion. Additional funding now provides the chance to lift the whole precinct, ensuring the new pavilion is supported by high-quality, modern surrounding spaces.

Project readiness

Masterplan refresh completed.

Community benefits

The upgrades will:

- boost sport and recreation participation
- support all ages and abilities
- strengthen social connection
- improve shade, cooling and sustainability
- deliver a high-quality, future-ready community precinct



Artist's impression — Mackie Road Reserve playspace, Bentleigh East.

MACKIE ROAD RESERVE UPGRADES



Artist's impression — Mackie Road Reserve playspace, Bentleigh East.

BAILEY RESERVE — H.R. STEPHENS PAVILION

What we need

We are seeking \$500,000 from the Victorian Government to address critical safety, health and access features at the H.R. Stephens Pavilion at Bailey Reserve, Bentleigh East. Without intervention, the pavilion will continue to limit participation — particularly for women and girls — and expose users to facilities that are no longer fit for purpose. Council and the club will co contribute to deliver a staged improvement program.

Type of ask

Funding for detailed design and construction.

What this delivers

Targeted upgrades to address unsafe, outdated and inequitable facilities that currently restrict participation. The project focuses on improving female-friendly facilities and addressing critical infrastructure gaps. Works include:

- refurbishment of female change rooms to improve privacy, safety and accessibility
- direct toilet access linked to the change facilities
- additional storage for club equipment
- upgrades to wet areas and social spaces

These improvements will lift the amenity of the pavilion and support the growing participation of women, girls and junior players at East Bentleigh Soccer Club.

The opportunity

East Bentleigh Soccer Club is one of Glen Eira's fastest-growing clubs, with strong female and junior participation. The existing pavilion is no longer fit for purpose. Ageing infrastructure, poor amenity and outdated change and wet areas create barriers to participation and fall well short of expectations for safe, equitable community sport. These conditions disproportionately impact women and girls and place increasing strain on a growing club. The project aligns with Council's *Pavilion Redevelopment Strategy* and is ranked in the top 10 priority sites. The Victorian

Government has a strong history of supporting female-friendly sport, and this project provides a clear, impactful opportunity to continue that investment.

Project readiness

Concept design required. The project can commence planning in 2026, with delivery in the 2026–27 financial year, subject to funding.

Community benefits

The upgrades will:

- support equitable access and participation for women and girls
- enhance safety, privacy and overall player experience
- respond to demonstrated club need and Councillor advocacy
- align with Council's *Fair Access Policy* and *Pavilion Strategy*
- strengthen grassroots sport and community connection.



H.R. Stephens Pavilion, Bailey Reserve, Bentleigh East.

CENTRE ROAD IMPROVEMENTS — BENTLEIGH

What we need

We are seeking \$500,000 in Victorian Government funding to support streetscape upgrades on Centre Road, complementing Council's multi-year renewal program. The total project cost is \$1.7 million.

Type of ask

Funding for construction.

What this delivers

A more welcoming, accessible and comfortable activity centre for residents, visitors and local businesses. Works include:

- upgraded garden beds
- new public seating
- renewed footpath areas
- additional street trees for shade and cooling
- general accessibility improvements

These upgrades will lift the look and feel of Centre Road, making it easier for people to stay, shop and connect.

The opportunity

Centre Road is one of Glen Eira's busiest and most successful local centres. The popularity of Eat Street shows the precinct's potential as a social and commercial hub. Streetscape improvements will build on this momentum, helping local traders attract more visitors and strengthening the area's role as a community meeting place.

This is a shovel-ready opportunity to partner with the Commonwealth and deliver visible, high-impact improvements in a thriving shopping strip.

Project readiness

Concept design completed. Staged implementation underway.

Community benefits

The upgrades will:

- improve accessibility and comfort for people of all ages
- strengthen local business activity
- encourage people to spend more time in the precinct
- enhance safety, shade and walkability
- support a vibrant, welcoming centre where people can meet, shop and connect.



Centre Road activity centre, Bentleigh



MAJOR POLICY ASKS

**SAFE, SUPPORTED
AND INCLUSIVE
COMMUNITIES**

Community members dancing at Glen Eira Town Hall.

LOCAL HOMELESSNESS RESPONSE (ZERO PROJECT MODEL)

Type of ask

Program funding

What this delivers

A coordinated homelessness response with early intervention, proactive outreach and clear pathways to housing, health and employment.

Why it's needed

Homelessness in Glen Eira is increasing. Most people are in unsafe, insecure or short-term accommodation, which harms health and stability. Service gaps and fragmented systems delay help.

What we need

- \$200,000 to establish a coordinated, place-based housing first model.
- Joint governance to close service gaps.
- Co-designed solutions with people with lived experience.

Community benefit

Earlier support, fewer people reaching crisis, and smoother transitions into stable housing.



ANTI-HATE AND SOCIAL COHESION PROGRAMS

Type of ask

Program funding

What this delivers

Local programs that reduce antisemitism, racism and discrimination, and build safer, more connected neighbourhoods.

Why it's needed

Hate incidents are rising in Victoria, including in Glen Eira. These incidents undermine safety and cohesion. Councils are best placed to lead prevention and rapid response but need state backing to scale this work. The planned Royal Commission into antisemitism highlights the urgency.

What we need

- A dedicated state funding stream and partnership model.
- Resources for evidence-based programs like upstander training and social cohesion taskforces.
- Support for Council, State and community collaboration to share best practice and respond to incidents.

Community benefit

Safer spaces, stronger trust and more resilient communities.



DIVERSITY AND INCLUSION PROGRAMS

Type of ask

Program funding

What this delivers

Community-led programs that strengthen belonging and participation across Glen Eira's diverse communities.

Why it's needed

Glen Eira is one of Melbourne's most culturally diverse municipalities. More than one in three residents (37 per cent) were born overseas, and nearly one-third (30.9 per cent) speak a language other than English at home.

This diversity is a major strength — but not all communities have equal access to connection, representation or opportunities to participate in civic and community life. Smaller, emerging and marginalised groups often face barriers to engagement, including language, cost and lack of culturally safe spaces.

As the population continues to grow and diversify, targeted, locally delivered programs are needed to ensure no one is left behind.

What we need

- Small, flexible grants that build social connection, cultural expression and community leadership.

Community benefit

More welcoming neighbourhoods where everyone feels seen, valued and connected.

COMMUNITY SAFETY AND FAMILY VIOLENCE PREVENTION

Type of ask

Program funding

What this delivers

Evidence-based prevention and early intervention programs that improve safety in homes and public spaces, reduce harm and strengthen community wellbeing.

Why it's needed

Community safety pressures are growing as suburbs become busier. Property crime and perceptions of safety — especially after dark — affect how people use streets, shops and transport.

Family violence remains a serious issue. In 2023, 154 Glen Eira children were recorded as affected family members, with women the majority of victim-survivors. Without early intervention, impacts on children and families are long-lasting.

Safety is shaped by more than enforcement alone. Social connection, safe public spaces and accessible early support all play a critical role in preventing harm before it escalates.

What we need

- Long-term funding for prevention and early intervention programs that address both family violence and broader community safety.
- Targeted, tailored initiatives for families, women, older people and culturally diverse communities.
- Improved access to early support, including locally delivered, non-stigmatising entry points and place-based safety initiatives.

Community benefit

Safer households, safer streets and stronger long-term outcomes for children.

GAMBLING, COST OF LIVING AND HOUSING INSECURITY

Type of ask

Policy reform

What this delivers

Reforms that reduce gambling harm, strengthen housing access and support people at risk.

Why it's needed

- Cost-of-living pressures are pushing more people into housing stress.
- Glen Eira residents lost \$71.76 million in 2023–24 on gambling.
- Social and affordable housing supply is among the lowest in Melbourne.
- Planning reforms have shifted power away from councils without addressing the real barriers: construction costs, workforce shortages and market conditions.

What we need

- Major investment in social and affordable housing.
- Sustained early-intervention funding to prevent homelessness.
- Implementation of Alliance for Gambling Reform measures.
- Planning reforms that target real delivery barriers.
- Collaboration across councils, state, industry and financiers to convert approvals into built homes.
- Support for council-led strategic planning.

Community benefit

More housing, fewer gambling harms and better financial stability for residents.

KINDERGARTEN INFRASTRUCTURE

Type of ask

Capital funding

What this delivers

Modern, expanded kindergarten and early years facilities that can meet rapidly growing demand under Best Start, Best Life.

Why it's needed

Demand for kindergarten places is increasing faster than existing facilities can accommodate. Without investment, Glen Eira will face significant shortfalls in early years capacity over the next few years. This impacts families directly, reduces access to early learning, and places additional pressure on Council assets that are already ageing and stretched.

What we need

Significant capital investment to upgrade, expand and modernise early years centres across Glen Eira so that local families can access the places they are entitled to.

Community benefit

More children accessing high-quality early learning, stronger development outcomes, and greater certainty and choice for local families.



TRANSPORT, CONNECTIVITY AND ACTIVE TRAVEL

Type of ask

Capital and program funding

What this delivers

Safer crossings, better public transport connections and real, everyday options to walk, cycle or catch public transport — supported by state investment that makes networks work at scale, not just in isolated pockets.

Why it's needed

Glen Eira is busy and growing, but transport choices have not kept up. We have good north–south rail lines, but limited east–west links, so buses, trams and safe cycling routes do most of the work for local trips.

Bus services are often infrequent and poorly connected, especially in middle-ring suburbs like Bentleigh where the State is directing more housing growth. Without stronger bus investment, people are pushed onto already congested roads and left with few alternatives.

Cycling faces the same issue. Local upgrades help, but we need State-led delivery of strategic cycling corridors to connect between suburbs.

Accessibility is also lagging. Many train stations and tram stops still lack step-free access, limiting independence for people with disability, carers and older residents. Missing links, unsafe crossings and poor interchanges make everyday walking and cycling harder too.

What we need

- Delivery of strategic cycling corridors on State roads, beyond smaller activity centre tools — turning planned corridors into real, connected infrastructure.
- Regionally planned bus improvements with dedicated State budgets, including higher frequencies, better east–west routes, accessible stops and stronger multimodal interchanges.
- Integrated planning to improve bus/train interchange, station accessibility and first- and last-mile connections — so public transport works as a system not disconnected modes.
- Faster delivery of tram accessibility upgrades, including non-trunk sections.
- Investment in safe crossings and connected walking and cycling routes that support everyday trips.

Community benefit

Safer streets. Less congestion. Better access to education, services and jobs.

Targeted State investment in buses, trams, cycling corridors and accessibility unlocks the full value of activity centre growth. It gives people real choices, supports inclusion, improves health and cuts emissions — helping suburbs function as connected, walkable centres rather than traffic bottlenecks.



CLIMATE ACTION, RESILIENCE AND URBAN GREENING

Type of ask

Capital, program and policy funding

What this delivers

Better drainage, greener streets, stronger tree protection and reduced reliance on gas.

Why it's needed

Climate impacts are intensifying. Victoria is experiencing more frequent extreme heat days and heavier short duration rainfall, increasing flood risk and pressure on ageing drainage systems.

Glen Eira is particularly exposed. Tree canopy sits at around 14 per cent, one of the lowest levels in metropolitan Melbourne and well below what's needed to cool streets and reduce urban heat. Council's adopted target is 22 per cent canopy cover by 2040, reflecting strong evidence that trees are critical climate infrastructure. At the same time, many council buildings still rely on gas, despite Victoria moving to require all electric new buildings from 2027. Without investment, councils face rising operating costs, stranded assets and emissions that undermine climate targets.

What we need

- Drainage and stormwater upgrades to manage heavier rainfall events.
- Expansion of the *Urban Forest Strategy* and stronger canopy protections.
- Policy support for greening initiatives across public and private land.
- Support for Council's transition off gas in buildings and facilities.

Community benefit

Cooler streets, reduced flood risk, lower emissions and neighbourhoods better equipped for a changing climate.

BIODIVERSITY, PARKS AND OPEN SPACE

Type of ask

Capital funding

What this delivers

More parks, green corridors and biodiversity rich habitat areas.

Why it's needed

Glen Eira has the lowest open space per capita of any metropolitan Melbourne council, limiting access to nature, play and respite — particularly in higher density areas. As the population grows, opportunities to secure new land for parks are shrinking. Without intervention, urban heat, biodiversity loss and inequitable access to green space will worsen.

Green corridors and habitat areas also play a critical role in cooling neighbourhoods, improving air quality and supporting urban wildlife, while linking communities to parks and activity centres.

What we need

- Investment in new parks, green corridors and biodiversity rich open space.
- Stronger planning rules requiring open space in high density developments.
- State led policy and sustainable funding models to support land acquisition.

Community benefit

Cleaner air, cooler streets and more places to play, relax and connect — supporting health, wellbeing and climate resilience.

ELSTER CREEK AND CLIMATE ALLIANCES

Type of ask

Program funding

What this delivers

Regional partnerships that strengthen flood management and climate resilience.

Why it's needed

Flooding does not stop at council boundaries. Catchment wide systems like Elster Creek require coordinated planning, shared data and joint investment to be effective under changing climate conditions.

Without regional coordination, councils risk fragmented responses and higher long term costs.

What we need

- Ongoing funding for joint planning, modelling and resilience projects across the Elster Creek catchment and climate alliances.

Community benefit

Reduced flood impacts, better coordination across councils and more resilient communities.



CONTAINER DEPOSIT SCHEME EXPANSION

Type of ask

Policy reform

What this delivers

A simpler, more effective recycling system that is easier for the community to use and more efficient for councils to operate. Expanding the scheme will reduce contamination in kerbside bins, increase recovery rates for high value materials and create clearer incentives for households to return containers. It also supports a more consistent statewide approach and reduces pressure on council waste services.

Why it's needed

The current Victorian container deposit scheme excludes wine and spirit bottles. As a result, many glass products continue to enter kerbside bins, where breakage causes contamination, lowers recycling quality and increases processing costs for councils. Expanding the scheme would shift these materials into a high value stream, reduce the burden on kerbside systems and support the transition to a more circular economy.

What we need

- Expansion of the container deposit scheme to include wine and spirit bottles, as well as other commonly used container types that remain outside the current system.
- A clear, staged implementation plan that allows councils, industry and community collection points to prepare for increased volumes.
- Alignment with statewide waste reform to ensure consistent messaging and strong public understanding.

Community benefit

Higher recycling rates, reduced contamination and less waste to landfill. A broader scheme improves environmental outcomes, supports behaviour change, reduces costs in local kerbside systems and helps build a cleaner, more circular waste economy for Victorian households.

CIRCULAR ECONOMY, WASTE REFORM AND INNOVATION

Type of ask

Policy reform

What this delivers

A stronger waste system that cuts landfill, boosts recycling and supports a more circular, low emissions future.

Why it's needed

Waste is increasing, landfill costs and emissions are rising and current systems cannot keep up. Councils need clear pathways, better infrastructure and support to adopt new technologies safely and responsibly.

What we need

- Modern recycling and resource recovery infrastructure
- Strong, ongoing community education
- National recycled content targets
- More water sensitive urban design
- Government/industry partnership to assess best practice landfill alternatives
- Engagement with government, industry and the community to explore new waste and recovery technologies
- Policy settings that support the clean energy transition and assess emerging technologies through a community, health and environmental lens

Community benefit

Cleaner neighbourhoods, less waste to landfill, lower long-term costs, new jobs and a safer, more sustainable waste system.

SERVICE RATE GUIDELINES REVIEW

Type of ask

Policy

What this delivers

A fairer, more sustainable funding model for local services.

Why it's needed

- Costs continue to rise while federal grants decline.
- Glen Eira absorbed \$18 million in unfunded service transfers last year.
- New state imposed fees are driving up costs.
- Funding for key programs has not kept pace with demand.

What we need

- A review of funding frameworks.
- An end to unfunded mandates.

Community benefit

Reliable, sustainable essential services.





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

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National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. <https://internet-relay.nrscall.gov.au>

Social media

Glen Eira City Council:

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LinkedIn:

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Glen Eira arts, gallery and events:

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10.3 CALL FOR REPORT - DRAINAGE AND FLOOD MITIGATION

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Trim No: 26/132509

Attachments: Nil

EXECUTIVE SUMMARY

This report responds to Council's resolution of 25 November 2025 calling for an Officer Report on drainage and flood mitigation works undertaken across the Glen Eira municipality, including Council-led works, Melbourne Water's investment, and Council's advocacy activities.

Glen Eira experiences both localised stormwater flooding and broader catchment-scale flood risks due to ageing infrastructure, historic urban development, regional drainage constraints and the increasing intensity of rainfall associated with climate change. Council is responsible for the management and maintenance of local drainage infrastructure within roads and Council-managed easements, while Melbourne Water is responsible for regional drains, waterways and catchment-scale flood mitigation.

Between 2019 and 2026, Council invested approximately \$17 million in drainage design and capital works and a further \$18 million in drainage operations and maintenance. Over this period, more than 80 drainage and flood mitigation projects have been delivered across the municipality, addressing known flooding hotspots, renewing ageing assets and improving network performance. Council also maintains a forward program of approximately 75 planned or proposed projects, prioritised using updated criteria that focus on flood risk reduction, asset condition, community benefit, financial sustainability and integrated water management outcomes.

In addition to capital works, Council has strengthened its operational programs, including proactive hotspot cleaning, CCTV inspections, preventative maintenance and storm preparedness activities. These measures address blockage-related flooding, which is a common cause of localised flood incidents, and complement longer-term infrastructure upgrades.

Melbourne Water's activities affecting Glen Eira have primarily focused on flood modelling, investigations and strategic planning, including the Elster Creek Catchment Flood Management Plan and the Greater Melbourne Flood Information Program. While this work has improved understanding of flood risk and will inform future planning controls, there has been no significant capital investment in new regional drainage infrastructure within Glen Eira to date. Council continues to advocate to Melbourne Water and the State Government for increased investment in regional flood mitigation infrastructure.

The report also outlines Council's approach to communication and community engagement, aligned with the Integrated Water Management Plan and Communication and Engagement Policy, to ensure residents understand flood risks, responsibilities and practical actions they can take to reduce localised impacts.

Overall, while flooding cannot be eliminated, Council's sustained investment, strengthened operations and forward planning are improving the resilience of the local drainage network and reducing the frequency and impact of minor flooding events. Continued partnership and advocacy remain essential to achieving effective, long-term flood mitigation outcomes for Glen Eira

RECOMMENDATION

That Council:

1. Notes the information contained in this report regarding drainage and flood mitigation works.
2. Continues advocacy to Melbourne Water and the State Government for increased flood mitigation funding and collaboration.

BACKGROUND

Glen Eira is subject to both localised stormwater flooding and broader catchment-scale flood risks. These risks are influenced by a combination of factors, including ageing drainage infrastructure, historic urban development patterns, downstream capacity constraints within regional drainage systems, and the increasing intensity of rainfall events associated with climate change.

Council is responsible for the management, maintenance and renewal of local drainage infrastructure located within road reserves and Council-managed drainage easements, including pits, pipes and kerb and channel. Flooding associated with larger regional drains, waterways and catchment-scale systems is the responsibility of Melbourne Water, as the designated floodplain management authority for metropolitan Melbourne. Effective flood mitigation therefore requires a coordinated, multi-agency approach involving Council, Melbourne Water and neighbouring municipalities.

Recent flood modelling undertaken through Melbourne Water's Greater Melbourne Flood Information Program has provided updated information on flood extents, depths and hazards across a range of rainfall scenarios, including more frequent storm events and future climate-change conditions. This modelling has improved understanding of flood behaviour across the municipality and will inform future infrastructure planning, prioritisation of drainage upgrades and potential updates to planning controls.

At its meeting on 25 November 2025, Council resolved under Item 10.3 – *Updated flood maps for Glen Eira – Submission to Melbourne Water* to call for an Officer Report outlining drainage and flood mitigation works undertaken by Council, Melbourne Water's investment in flood mitigation affecting Glen Eira, and Council's advocacy efforts in relation to flood mitigation funding.

This report responds to that resolution by providing an overview of Council-led drainage and flood mitigation works completed and planned across the municipality, summarising Melbourne Water's capital and non-capital initiatives affecting Glen Eira, and outlining Council's ongoing advocacy, operational improvements and community engagement activities aimed at reducing flood risk and improving resilience

DRAINAGE AND FLOOD MITIGATION

Updated flood modelling undertaken for the 1% Annual Exceedance Probability (AEP) rainfall event under 2100 climate-change scenarios provides detailed insight into projected flood extents, depths and hazard ratings across the municipality. As the designated floodplain management authority, Melbourne Water has presented these findings to the community and invited feedback prior to their consideration for inclusion in future planning controls. This process helps ensure that new development and infrastructure are appropriately designed and located to respond to future flood risk.

Modelling of more frequent, lower-intensity storm events, including the 20% AEP and 10% AEP scenarios for both current and future climate conditions, is particularly important in understanding the day-to-day performance of Council's drainage network. These scenarios

inform assessments of the current level of service and help identify locations where drainage upgrades, network expansion or new infrastructure may be required. The outcomes directly inform the prioritisation and development of Council's drainage capital works program.

While Council continues to plan and deliver strategic drainage upgrades through a structured, multi-year capital works program, flooding experienced across the municipality is not solely attributable to system capacity. Many localised flooding incidents are caused by blockages resulting from litter, leaf fall, sediment accumulation and tree root intrusion. These materials can partially or fully obstruct pit inlets and pipe systems, leading to unexpected flooding during relatively modest rainfall events. Unlike capacity-related constraints, blockage-driven flooding can be difficult to predict and may occur rapidly.

In response, Council has progressively expanded and refined its operational programs to proactively manage these risks. Targeted hotspot cleaning, proactive CCTV inspections and strengthened preventative maintenance regimes are key components of this approach. These measures are designed to address minor issues before they escalate, while complementing the longer-term capital program that responds to growth pressures and climate-driven increases in rainfall intensity.

Together, this integrated approach, combining strategic planning, capital investment and enhanced operational management, ensures Council is addressing both the systemic and day-to-day drivers of flooding, supporting a more resilient, responsive and reliable drainage network across Glen Eira

Council Drainage and Flood Mitigation Works

Council has delivered a program of drainage and flood mitigation works across the municipality, addressing flooding hotspots, renewing ageing drainage assets, and improving system capacity in response to increased rainfall intensity. Various drainage strategies, stormwater management guidelines and drainage upgrade policies have helped develop strategic programs and planning principles to identify, prioritise, design and implement these projects.

1. Completed Drainage and Flood Mitigation Works

Council's drainage capital works register shows that more than 80 drainage and flood mitigation projects have been completed across Glen Eira. These projects span suburbs including Bentleigh East, Caulfield South, Bentleigh, Elsternwick, McKinnon, Caulfield North and others.

The scope of these projects ranges from renewal of damaged infrastructure, duplication of drainage pipes, upsizing of pipes under roads and easements, installation of larger detention pipes, new drainage infrastructure in roads and the extension of drainage networks.

In the period between 2019 and 2026, Council invested approximately \$17 million towards drainage design and capital works (renewal and upgrade), demonstrating strong delivery performance across the program.

2. Planned and Upcoming Drainage Works

Council's long-term program includes approximately 75 planned or proposed drainage and flood-mitigation projects at various stages of design, tender preparation and investigation.

Council annually reviews the program against a set of prioritisation criteria to ensure our future drainage investments deliver outcomes that are financially sustainable, environmentally responsible, supportive of community needs and resilient to future conditions.

Our proposed criteria will prioritise the preservation of existing infrastructure, reduction of long-term financial liabilities, enhanced flood protection for critical infrastructure and vulnerable communities, a decrease in the number of properties affected by frequent minor

flood events, and improvements to drainage amenity, water quality and natural water balance.

New drainage installations and upgrades will continue to be incorporated into related infrastructure renewal projects, such as road reconstructions and drainage-renewal works, to support overall drainage improvements.

Historically, our primary flood mitigation approach has relied on installing large detention pipes beneath road pavements. This innovative approach addressed downstream limitations as a result of smaller, again Melbourne Water owned assets. While this method will remain an option, we will broaden our mitigation options by exploring additional integrated water-management solutions. These include centralised stormwater harvesting and retention storages, as well as supplementary decentralised street and neighbourhood scale interventions such as tree pits, infiltration trenches and flow diversion measures.

3. Operational Improvements, Maintenance, Minor Drainage Works and Development Controls

Council delivers a comprehensive drainage maintenance and operational improvement program designed to keep the network functioning effectively, minimise the likelihood of street and property flooding, and ensure that Council's drainage assets continue to operate as intended under the Road Management Act and Council's Road Management Plan. These ongoing operational activities support the performance of the existing network, complement capital upgrades, and provide critical data that informs future drainage investment. Together with Council's minor drainage works program, these actions deliver tangible improvements to flood resilience across the municipality.

In addition to capital works, Council also maintained a consistent annual investment of \$2.6 million in drainage operations and maintenance, which totalled \$18 million of the 2019 to 2026 period.

Operational Improvements and Maintenance Activities

a) Proactive and Reactive Maintenance

Council undertakes both proactive and reactive drainage activities to address known hotspots, respond to flooding reports and manage local drainage constraints before they escalate into more serious failures. This includes:

- Regular hotspot pit and pipe cleaning to address blockages caused by leaf fall, sediment and root intrusion.
- Targeted inspections of pits and pipes in overland-flow areas and low-lying locations.
- Rapid response to calls for service during storm events.
- Maintenance data captured through inspections and works orders contributes directly to future renewal planning.

b) Asset Condition Monitoring (CCTV)

To ensure drainage assets continue to function as designed:

- Proactive CCTV inspections target high-risk assets to identify early signs of structural deterioration or reduced capacity.
- Reactive CCTV investigations support diagnosis following flooding or when asset failure is suspected.

c) Storm-Event Preparedness and Response

To prepare for and respond to major weather events:

- Pre-storm operations focus on clearing pits, pipes and known hotspots before forecasted high-intensity rainfall.
- Post-storm operations deploy rapid-response crews to clear debris, remove blockages and undertake urgent repairs to mitigate impacts on roads and private property.

Our strategic investments in drainage renewal, upgrades, and operational maintenance demonstrates a long-term, balanced commitment to improving the capacity, performance and resilience of the stormwater network

Development Controls

As part of the development application process, Council now generally requires all multi-dwelling developments to provide on-site stormwater detention that restricts post-development outflows. These developments are also encouraged to incorporate rainwater tanks and maximise stormwater reuse to reduce reliance on, and pressure on, the existing drainage network.

For single-dwelling proposals, Council similarly encourages the installation of rainwater tanks and stormwater reuse systems to support improved water management outcomes and help lessen demand on local drainage infrastructure.

For larger strategic redevelopment sites such as East Village and Caulfield Village, Council requires on-site detention and retention measures capable of managing flows up to the 1% AEP event. This ensures that major developments appropriately mitigate their contribution to catchment-wide flood risk and align with contemporary integrated water-management principles.

Melbourne Water Projects – Capital and non-Capital

Melbourne Water is responsible for regional drainage and flood-mitigation infrastructure, i

Melbourne Water is responsible for regional drainage and flood mitigation infrastructure, including major drains, waterways and catchment-scale flood management initiatives affecting Glen Eira.

1. Capital and Investigation Activities

To date, Melbourne Water's investment affecting Glen Eira has primarily focused on investigations, strategic planning and flood modelling, rather than the delivery of new regional drainage infrastructure. These activities include:

- investigations into the performance and constraints of major drainage assets, such as the Koornang Main Drain
- preparation and implementation of strategic frameworks, including the Elster Creek Catchment Flood Management Plan
- development-stage work associated with regionally significant initiatives, such as the Elwood Main Drain Duplication Project, and
- flood modelling and mapping to inform future infrastructure planning and potential planning scheme controls.

While these initiatives provide important evidence and strategic direction, there has been no significant capital investment by Melbourne Water in the construction of new drainage infrastructure within Glen Eira to directly mitigate flooding impacts to date.

2. Partnership and Program Support

Melbourne Water continues to support flood modelling and mapping across Glen Eira through the Greater Melbourne Flood Information Program. This work is improving

understanding of flood risk and informing future planning controls but does not in itself deliver physical mitigation works.

Melbourne Water also administers grant programs that support Council-led drainage and flood mitigation projects delivering local or regional benefits. Council has successfully secured funding through these programs to assist with the delivery of several local drainage projects, supplementing Council's own capital investment.

In addition, Council has worked in partnership with Melbourne Water to support the engagement of a Litter Action Plan Officer, responsible for developing and implementing the Litter Action Plan and leading the Elster Creek Litter Collaboration. This initiative contributes to reducing blockage-related flooding and improving waterway health but does not address underlying drainage capacity constraints.

3. Knowledge Sharing and Decision-Support Tools

Melbourne Water has developed an assessment tool to estimate Average Annual Damage (AAD) across catchments, supporting the prioritisation of flood mitigation investment. Council is working collaboratively with Melbourne Water to apply this tool within Glen Eira, enabling flood risk to be quantified and support robust cost benefit analysis.

While this work strengthens the evidence base for future decision-making, the translation of modelling, assessment and strategic planning into funded, on the ground regional drainage infrastructure remains a critical gap for Glen Eira.

Council Advocacy Actions

Council has actively advocated for improved flood mitigation outcomes and increased investment through engagement with Melbourne Water, State Government and regional partners.

Advocacy actions to date include:

- participation in the Elster Creek Catchment Flood Management governance arrangements
- submissions and feedback to Melbourne Water on flood modelling and mapping
- ongoing liaison regarding prioritisation of regional drainage assets affecting Glen Eira and
- advocacy for external funding and grants to supplement Council funded drainage works.

COMMUNICATION AND ENGAGEMENT

Council officers continue to work with Melbourne Water and emergency management partners to provide clear and consistent messages about flood risk. These discussions recognise that while flood mitigation works can reduce impacts, major flooding cannot be completely prevented, as acknowledged in regional planning such as the Elster Creek Catchment Flood Management Plan.

Alongside this, Council is focused on helping residents understand the practical actions they can take to reduce the likelihood of localised flooding during smaller storm events. This includes simple measures that support the performance of the drainage network and reduce the risk of water entering homes. Council will continue to provide this advice when responding to enquiries and flood events and will also develop a more proactive, ongoing approach to keep residents informed about preparedness, mitigation measures and updates to flood information.

This approach aligns with Council's Integrated Water Management Plan, which emphasises community awareness, shared responsibility and integrated responses to water-related challenges, including flooding and stormwater management. Clear communication and informed community action are key elements of delivering the Plan's objectives.

Council's website already provides a range of information about drainage responsibilities, flood preparedness and stormwater management. This includes links to VICSES preparedness advice and Melbourne Water resources, such as guidance on improving flood resilience at home.

Council will review how this information is shared and identify clearer and more effective ways to reach residents, particularly those living in areas identified as flood-prone through updated flood mapping. This work will be guided by Council's Communication and Engagement Policy and supporting frameworks, which set out principles for accessible, timely and transparent communication with the community.

This approach is also consistent with the Victorian Floodplain Management Strategy, which promotes clear, consistent communication about flood risk and stronger engagement with communities as flood information and planning controls are updated.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Climate change is increasing the frequency and intensity of extreme rainfall events, placing growing pressure on both local and regional drainage systems. Glen Eira is already experiencing more frequent flash flooding, increased runoff from highly urbanised catchments, and rising stress on ageing stormwater infrastructure.

The drainage and flood mitigation works outlined in this report directly support the Climate Emergency Response Strategy 2025–2029, particularly Council's commitment to protecting the community from the worst impacts of climate change and ensuring Council-owned infrastructure is resilient and fit for future conditions.

Specifically, these works contribute to climate adaptation by:

- strengthening the resilience of drainage infrastructure to manage more intense and frequent rainfall events
- improving the safety and reliability of critical Council-owned assets and transport corridors
- supporting integrated water management outcomes that improve permeability, reduce runoff and protect waterways
- complementing regional adaptation efforts led by Melbourne Water across shared catchments, and
- building community preparedness through improved flood mitigation, communication and awareness.

Together, these actions reflect Council's system-wide approach to climate adaptation, recognising that responding to flood risk requires coordinated infrastructure investment, informed planning, and active community engagement over the life of the Strategy

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Council's drainage operations, minor works program and broader flood mitigation activities are firmly grounded in Council's long-term strategic, financial and asset management frameworks. Between 2019 and 2026, Council invested approximately \$35 million in drainage capital works, operations and maintenance, reflecting a sustained and deliberate focus on improving flood resilience across the municipality.

Looking forward, the Asset Plan 2025–2035, supported by Council's integrated Asset Management Framework, commits Council to the continued renewal, upgrade and stewardship of drainage and road infrastructure over the next decade. The Plan establishes service levels, lifecycle management practices and a risk-based approach to asset

investment, ensuring drainage infrastructure is managed transparently, sustainably and in line with contemporary risk information, including climate-driven flood impacts.

Council's ability to maintain this level of investment is underpinned by the Financial Sustainability Strategy, which provides a disciplined framework for balancing future budgets, responsibly managing debt, building financial reserves and maintaining a stable pipeline of capital works. Together, these settings support ongoing investment in both major drainage upgrades and targeted minor works that deliver measurable flood mitigation outcomes and protect the community.

Recent and earlier budgets demonstrate these commitments in practice, with drainage consistently prioritised alongside road and footpath renewal within Council's broader asset renewal program. This integrated approach ensures drainage infrastructure remains a core component of long-term capital investment planning, rather than being addressed on an ad hoc basis.

Externally, drainage planning and resource allocation are informed by Melbourne Water's Greater Melbourne Flood Information Program, which is updating flood mapping across the municipality, with finalisation expected in mid-2026. This improved data will enable Council to better target maintenance resources, refine the scope of minor drainage works and plan for potential future updates to planning controls, including the Land Subject to Inundation Overlay (LSIO), Special Building Overlay (SBO) and Floodway Overlay (FO), once incorporated into the local planning scheme.

Collectively, these financial, asset and risk management frameworks ensure Council's drainage program is financially sustainable, strategically prioritised and aligned with evolving flood risk. This supports prudent asset management, effective allocation of operational resources and the long-term mitigation of drainage and flood-related risks to the Glen Eira community.

POLICY AND LEGISLATIVE IMPLICATIONS

Council's flood mitigation activities play a critical role in meeting our duty of care to the community and ensuring compliance with key legislative obligations. These works materially reduce safety risks, support asset resilience, and demonstrate Council's proactive approach to managing stormwater and flood risk. Effective management is essential, as inadequate action may expose Council to financial, legal and reputational consequences.

Road Management Act 2004 (RMA) and Road Management Plan 2025

Under the RMA, Council has statutory obligations to inspect, maintain and repair public roads, including road-related drainage assets such as pits, pipes and kerb and channel. The Act and accompanying Codes of Practice clearly define responsibility boundaries for assets within the road reserve.

Consistent with these requirements, and as outlined in Council's Road Management Plan 2025, Council is responsible for maintaining these assets, so they function as originally designed, but is not required to upgrade them beyond their original design capacity, nor address flooding arising from private property drainage, overland flow paths or regional drainage infrastructure owned by Melbourne Water.

Council continues to perform strongly by maintaining a well informed inspection and maintenance program that ensures critical drainage assets are functional and reliable.

Water Act 1989

Melbourne Water is the designated floodplain management authority for metropolitan Melbourne and holds the primary statutory responsibility for regional flood management.

Councils are not floodplain authorities under the Act; however, we do carry important planning and regulatory responsibilities. These include applying relevant planning scheme overlays (SBO, LSIO, FO), assessing development proposals using contemporary flood modelling advice, and ensuring local drainage works do not adversely affect broader catchment flood behaviour.

The Act further requires councils to manage their drainage systems to prevent unreasonable flows onto adjoining land and to ensure that road, drainage and civil works do not worsen flood impacts. Council continues to meet these obligations by managing ageing assets, addressing known issues, and ensuring staff and contractors undertake works that avoid creating harmful water flows.

Local Government Act 2020 (LGA)

While the LGA does not prescribe explicit flood management duties, it establishes the governance, asset management and strategic planning framework within which these responsibilities sit. Under the LGA, Council must maintain community infrastructure, strategically plan for long term asset sustainability, consider drainage infrastructure needs in budgeting and asset planning, and incorporate environmental, climate and flood risk information into decision making. Council is performing strongly in this space, with improved asset data, strategic planning and integrated climate-adaptation considerations embedded across our plans.

Victorian Auditor-General's Office (VAGO) Expectations

VAGO has outlined clear expectations for councils in managing stormwater and flood risk, including the need to:

1. Maintain accurate drainage asset registers and condition data.
2. Plan, budget and resource stormwater maintenance and renewal effectively.
3. Apply flood overlays and use current flood-modelling to guide planning decisions.
4. Integrate flood and climate risk governance into strategic planning.
5. Strengthen emergency management performance.
6. Coordinate effectively with Melbourne Water on drainage and flood-modelling responsibilities.

Council is tracking positively against these expectations. We are consistently improving our drainage asset data, long-term planning and investment, embedded contemporary modelling into design and planning processes, enhanced operational preparedness, and deepened collaboration with Melbourne Water across catchment priorities.

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 has taken a proactive and sustained approach to drainage and flood mitigation through significant capital investment, strengthened operational programs and improved planning controls. These actions are improving the performance and resilience of the local drainage network and reducing the frequency and impact of minor flooding events.

While Council can manage local drainage risks, long-term flood outcomes for Glen Eira also depend on increased investment in regional drainage infrastructure. Council will continue to advocate to Melbourne Water and the State Government for improved funding and delivery of regional flood mitigation works.

Flooding cannot be eliminated, however, Council's ongoing works, maintenance programs and community communication mean Glen Eira is better positioned to manage current risks and adapt to future conditions

10.4 AUDIT AND RISK COMMITTEE BIENNIAL REPORT

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Director: John Vastianos, Chief Financial Officer

Trim No: 26/16521

Attachments: 1. *Biannual Report - September 2025 to February 2026* [↓](#)

EXECUTIVE SUMMARY

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 (Committee) during the reporting period in discharging its responsibilities under its Charter.

In accordance with the Act, the Audit and Risk Committee is required to report to Council on its activities twice per year. The purpose of this report is for Council to note the Committee's activities for the period September 2025 to February 2026.

The Committee's meeting agendas are guided by its Annual Work Plan. During the reporting period, the Committee considered the following key matters:

- **Financial Sustainability** – The Committee received updates on Council's Financial Sustainability Strategy, informed by an independent financial review, and noted progress on implementation across the five strategic levers, including budget balancing, revenue and efficiency initiatives, reserve strengthening, responsible debt management and the recasting of the capital works program, with a continued focus on long-term financial resilience, liquidity, governance and transparency.
- **Aged Care Reforms** – The Committee received updates on residential aged care operations and legislative reforms, including governance and compliance obligations associated with Council's role as an aged care provider. These updates supported the Committee's assurance role in monitoring emerging risks and compliance requirements.
- **Financial Performance** – The Committee oversaw Council's financial and performance reporting processes and received regular updates on financial results, including consideration of broader economic impacts on Council's financial position and operations.
- **VAGO Audit Strategy** – The Committee received briefings from the Victorian Auditor-General's Office (VAGO) on sector updates and planning for the 2025–26 external audit, including presentation of the Audit Strategy for the 2025–26 Financial and Performance Statements, with discussion focusing on VAGO's audit approach and key risk areas.
- **Internal Audit** – The Committee considered internal audit reports in accordance with the 2025–26 Internal Audit Plan, including reviews of waste management, financial controls, child safe standards, leisure facilities, and the Carnegie Memorial Swimming Pool project, and monitored management's progress in implementing agreed actions.
- **IT and Digital Risks** – The Committee received updates on Council's IT and Digital Strategy and associated governance arrangements, including cybersecurity, information management, business continuity planning, crisis management improvements, progress on the Finance System Project, and oversight of the

development and implementation of Council's Artificial Intelligence policy and controls.

- **Strategic Risks** – The Committee reviewed updates to Council's Strategic Risks and monitored the effectiveness of Council's broader risk management framework through regular reporting.
- **Corporate Governance and Compliance** – The Committee monitored Council's compliance with the *Local Government Act 2020*, reviewed its annual self-assessment and Charter, and considered updates on corporate governance, advisory committees, proposed financial delegations, aged care reforms, and councillor expenses.
- **Sector Updates and Information Items** – The Committee received updates from integrity agencies, including VAGO, considered sector reports and guidance, reviewed draft audit scopes, and monitored the status of internal and external audit actions.

RECOMMENDATION

That Council adopts the Audit and Risk Committee's Biannual Report for the period September 2025 to February 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 the consideration of the annual Financial Report and Performance Statement and outlines how the Committee has discharged its responsibilities under the Charter for the preceding period.

ISSUES AND DISCUSSION

The Audit and Risk Committee considered this report and provided feedback at its February 2026 meeting, and also approved its bi-annual report for the period September 2025 to February 2026, recommending it be presented to Council for endorsement.

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 Committee meets five times per year.

POLICY AND LEGISLATIVE IMPLICATIONS

- *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 & 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 and accountability framework. The activities outlined in this report demonstrate the Committee's ongoing commitment to effective oversight, probity and alignment with better practice governance principles.

GLEN EIRA CITY COUNCIL

AUDIT & RISK COMMITTEE BIENNIAL REPORT

For the period September 2025 to February 2026

Ordinary Council Meeting: 17 March 2026

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

OFFICIAL: Sensitive

1. Introduction

The Audit & Risk Committee (Committee) was established in accordance with section 53 of the *Local Government Act 2020*. The main role of the Committee is to monitor and advise Council in the areas of financial and performance reporting, risk management and internal control environment, fraud prevention systems and controls; compliance including policies, procedures, laws and regulations; internal audit; and external audit. The Committee is supported in its role by the advice of internal and external audit, and other assurance providers that may be appointed by management or Council from time to time.

The Glen Eira Audit and Risk Committee Charter and *Local Government Act 2020* requires the Committee to:

- prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and
- provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.

The last report of the Committee to Council was on 2 September 2025 and covered activities of the Committee in its meetings held from March 2025 to August 2025.

This report of the Committee covers activities from September 2025 to February 2026.

2. Committee Members

From September 2025 to February 2026, the Committee membership included:

Independent Members

- Craig Geddes
- Menchi Schneier
- Lisa Tripodi

Councillor Representatives

(appointed 26 November 2024 to 24 November 2025)

- Cr Simone Zmood
- Cr Luca Ragni
- Cr Sam Parasol (Substitute)
- Cr Kay Rimbardo (Substitute)

Councillor Representatives

(appointed 25 November 2025 to current)

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

OFFICIAL: Sensitive

3. Committee Meetings

The Committee meets for approximately three to four hours five times per year. The number of Committee meetings held, and the number of meetings attended by each Committee member from September 2025 to February 2026 are as follows:

Committee Member	Position	19 September 2025	28 November 2025	27 February 2026
Craig Geddes	Independent Member Chairperson	1	1	1
Menchi Schneier	Independent Member	1	1	1
Lisa Tripodi	Independent Member	1	1	1
Cr Simone Zmood	Councillor Representative	1	-	1
Cr Li Zhang	Councillor Representative	-*	-	1
Cr Luca Ragni	Councillor Representative	1	-	-
Cr Luca Ragni	Councillor Substitute Representative	-	1	-
Cr Jane Karlake	Councillor Substitute Representative	-*	1	1
Cr Kay Rimbaldo	Councillor Substitute Representative	1	-*	-*
Cr Sam Parasol	Councillor Substitute Representative	-*	-*	-*

*Councillor not required to attend

The CEO and CFO attended all meetings as did representatives from the Council's internal and external auditors.

The minutes of the meetings of the Committee were included in the next available Ordinary Council Meeting agenda and were noted as part of the public proceedings of the Council.

4. Committee Activities

a) Financial and Performance Reporting

During the period, the Committee oversaw the 2025–26 financial and performance reporting process, including assessing the impact of changes in the economic environment on Council's financial position, and presented the draft Financial Plan 2025–2035.

b) Risk Management, Fraud, and Internal Control

The Council continues to strengthen its risk management framework. Throughout the period, the Committee received directorate and business unit risk management reports at each meeting, in line with the rolling risk program. These reports provided insights into how Council's risk management framework is operating in practice. Complementing this rolling program, the Committee also received regular updates on:

- Council's IT and Digital Strategy and associated governance arrangements;

OFFICIAL: Sensitive

- The status of Cyber Security and Information Management;
- Improvements to the Crisis Management Framework and Business Continuity Plan;
- Council's Climate Emergency Management activities;
- Financial Sustainability initiatives, including the Independent Health Review and adoption of the Financial Sustainability Strategy;
- Residential Aged Care operations and new legislative requirements;
- Council's Operational Risks;
- Council's Risk Management Framework, Risk Appetite, and Risk Management Plan;
- Updates to Strategic Risks, associated treatment plans, and Council's Risk Assurance Map; and
- The status of the Finance System Project.

In October, Council convened a strategic risk workshop involving officers, Councillors and independent Audit and Risk members. The workshop provided an opportunity to review Council's strategic risk profile, consider current and emerging risks, and evaluate the effectiveness of existing mitigation strategies. It also tested alignment between strategic risks, Council's risk appetite, and broader strategic objectives. The outcomes of the workshop were presented to the Audit and Risk Committee at the February 2026 meeting for consideration and oversight.

The Committee received information and advice on the internal control environment from multiple sources, including management reviews and internal and external audit activities, as outlined in this report.

The Committee also received updates on the work of integrity agencies (e.g. VAGO) and discussed management's assessment of relevant learnings arising from their reports and guidance.

c) Compliance

The Committee noted Council's continued progress in implementing the requirements of the *Local Government Act 2020*.

At the November meeting, in accordance with the Act, the Committee reviewed the results of its annual self-assessment. The Committee Charter was also reviewed, with no significant changes required. Minor adjustments were made to the Committee's 2026 Work Plan.

Throughout the period, the Committee considered a range of additional regulatory compliance updates, including:

- Corporate Governance
- Council Advisory Committees
- Proposed Financial Delegations
- Aged Care Reforms
- Councillor Expenses

OFFICIAL: Sensitive**d) Internal Audit**

Council's internal auditors, HLB Mann Judd, tabled the following reports in accordance with the 2025–26 Internal Audit Plan:

- Follow-Up Review of audit actions (1 June 2024 – 31 May 2025) – Sept 2025
- Post-Implementation Review – Carnegie Memorial Swimming Pool Project – Sept 2025
- Review of Glen Eira Leisure Facilities – Nov 2025
- Review of Child Safe Standards – Nov 2025
- Review of Waste Management – Feb 2026
- Review of Financial Controls – Feb 2026

The Committee continued to monitor progress by management in implementing actions arising from these audits.

Audit scopes reviewed by the Committee included:

- September 2025: Waste Management; Financial Controls
- November 2025: Tendering Processes; Communications; Follow-Up Review
- February 2026: Services Review Methodology

e) External Audit - Victorian Auditor-General's Office (VAGO)

Following completion of the 2024–25 external audit, VAGO representatives (Mr Derricott and Ms Jayasekera) briefed the Committee on sector updates and planning for the 2025–26 external audit.

These briefings supported both the development of the Internal Audit Program and management's ongoing monitoring of risks and internal controls.

At the February 2026 meeting, VAGO presented the Audit Strategy for the 2025–26 Financial Statements and Performance Statement. The Committee discussed:

- VAGO's audit approach
- Key risk areas including asset recording, revaluation and reporting
- Streamlined financial and performance reporting requirements.

5. Acknowledgements

At the November 2025 meeting, the Committee congratulated Mayor Zmood and Cr Zhang on their appointment to the Audit and Risk Committee. The Chairperson also acknowledged the appointment of Cr Ragni and Cr Karlake as substitute members. The Committee expressed appreciation to Cr Zmood, Cr Ragni and Cr Rimbardo for their contributions over the past 12 months.

The Committee also acknowledged the reappointment of Ms Tripodi as an Independent Member for a further three-year term commencing 1 January 2026.

The Committee extends its appreciation to management, internal and external audit teams, and all those who supported the Committee in fulfilling its responsibilities during the year. The Chairperson also recognises the significant contributions of independent and Councillor members both during and between meetings.

10.5 AUDIT AND RISK COMMITTEE MINUTES

Author: John Vastianos, Chief Financial Officer

Director: John Vastianos, Chief Financial Officer

Trim No: 26/16520

Attachments: 1. *Audit & Risk Committee Minutes - 27 February 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 27 February 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:

- **Financial Sustainability** –The Committee considered an update on Council's Financial Sustainability Strategy, which addresses emerging long-term financial risks and supports the continued delivery of valued services and infrastructure. The update noted current priorities, including restructuring the debt portfolio, recasting the long-term capital works plan, building reserves, applying for a rate cap variation and developing a pricing policy.
- **Aged Care Reforms** – The Committee reviewed the quarterly residential aged care report for Warrawee under the new Responsible Persons governance framework. The report provided an overview of quality and safety, compliance, workforce, and risk, supporting the Committee's governance and assurance role through baseline reporting and clear escalation processes aligned with Commonwealth requirements.
- **Financial Performance** – The Committee reviewed Council's financial performance for the December 2025 quarter, noting overall results and key trends in revenue, expenditure, and liquidity.
- **VAGO Audit Strategy** – The Committee noted the Victorian Auditor-General's Office Strategy, which outlined VAGO's audit priorities and approach to audit and assurance.
- **Risk Management** – The Committee noted updates to Council's Strategic Risk Register and risk reporting.
- **IT Update** – The Committee noted an update on digital and technology risk management activities, including progress in governance, cybersecurity, information management, audit remediation, and records digitisation. The Committee also noted the adoption and implementation of Council's Artificial Intelligence Policy and related governance arrangements.
- **Internal Audit** – The Committee considered recommendations arising from internal audits, including reviews of waste management and financial controls.

- **Corporate Governance** – The Committee reviewed the quarterly corporate governance report, which included key metrics on compliance and governance performance.
- **Sector Updates and Information Items** – The Committee noted updates on VAGO performance audits, sector reports, draft scopes for upcoming audits, and the status of internal and external audit actions.

RECOMMENDATION

That Council adopts the minutes of the Audit and Risk Committee meeting held on 27 February 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

GLEN EIRA CITY COUNCIL AUDIT AND RISK COMMITTEE

Minutes of Friday, 27 February 2026

Yarra Yarra Room

8:00 AM in-camera session, 8:30 AM meeting

Committee Attendees:

Committee Members

Independent Members

- Lisa Tripodi, Independent Member
- Craig Geddes, Chairperson
- Menchi Schneier, Independent Member

Councillors

- Mayor Simone Zmood, Committee Member
- Cr Li Zhang, Committee Member
- Cr Jane Karlake, Committee Substitute Member

Internal Auditors (HLB Mann Judd Advisory & Accounting)

- Kapil Kukreja, Partner Risk Assurance and Consulting
- Kundai Mtsambiwa, Director Audit & Assurance

External (Victorian Auditor-General's Office - VAGO)

- Lee Blashki, Manager – Manager Financial Audit

Council Officers

- Alon Milstein, Coordinator Financial Accounting
- Damien Connell, Head of Climate & Circular Economy
- Diana Vaynrib, Manager Legal, Risk & Governance
- Harley Moraitis, Manager Life Stages
- Jane Price, Director Community Wellbeing
- Jessica Wingad, Manager Sustainability & Infrastructure
- John Vastianos, Chief Financial Officer
- Kellie Vise, Director Customer & Corporate Affairs
- Lucy Roffey, Chief Executive Officer
- Niall McDonagh, Director Sustainability, Assets & Leisure
- Paul Barrett, Chief Information Officer
- Pauline Hassakis, Head of Procurement and Contracts

Apologies

- Travis Derricott, Sector Director, Financial Audit (VAGO)

The Committee met at 8am in-camera in discussion of broad issues facing Council and the risk elements thereof.

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

AUDIT AND RISK COMMITTEE
Friday, 27 February 2026
8:00 AM (Yarra Yarra Room)
MINUTES

1. ACKNOWLEDGEMENT OF COUNTRY, WELCOME AND APOLOGIES

At 8:30am, the Chairperson opened the meeting with an Acknowledgement of Country and noted apologies from Mr Derricott. The Chairperson welcomed Mr Blashki to his first Audit and Risk Committee Meeting.

2. DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT**2.1 DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT**

The Chairperson invited any updates to the Register of Interests and asked whether anyone present was aware of any breaches of the *Local Government Act 2020*, or any other irregularities or matters requiring the Committee's attention. No breaches, irregularities, or matters were reported.

The Committee noted the Register of Interests for independent members and acknowledged that the table will be updated in future to reflect any specific guidance under the *Local Government Act 2020*. Committee note the Register of Interests of independent members, and that the table will be updated in future to address any specific *Local Government Act 2020* guidance.

3. CONFIRMATION OF AGENDA

The Committee noted all agenda items presented for consideration and, for ease of reference, acknowledged the information items contained in Section 15 of the agenda.

4. MINUTES OF PREVIOUS MEETING 28 NOVEMBER 2025

The minutes of the previous Audit and Risk Committee meeting held on 28 November 2025 were confirmed.

5. PROBITY DECLARATION**5.1 PROBITY DECLARATION REPORT**

The Committee noted the Probity Declaration Report.

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

6. ACTION ITEMS ARISING FROM MINUTES**6.1 ACTION ITEMS ARISING FROM PREVIOUS MEETINGS**

The CFO provided a brief update on action items and their timing. The Committee approved the removal of completed items from the action register and agreed that any outstanding matters will be carried forward to the next Committee meeting.

7. FINANCIAL AND PERFORMANCE REPORTING**7.1 FINANCIAL PERFORMANCE AND REPORTING**

Mr Milstein provided an overview of Council's financial performance for the quarter ending December 2025, including VAGO indicators, emerging trends for the 2025–26 year, Council's underlying result, and the current risk rating along with future ratings outlook.

The Committee noted Council's financial performance for the quarter ending December 2025.

8. RISK MANAGEMENT**8.1. ORGANISATIONAL RISKS****8.1.1 STRATEGIC RISKS**

Ms Vaynrib provided an overview of changes to Council's strategic risk management process and recent updates to the Strategic Risk Register.

Ms Vaynrib explained that through an externally facilitated workshop as well as two further strategic risk workshops with the Executive, Council's strategic risks were reviewed, refined and assessed. The review included the consideration of a new category of risk "Enterprise Risk" to further enhance Council's risk management practices and improve consistency across the organisation.

The Risk Management team were currently developing a new Enterprise Risk Register which will contain operational risks which are shared at the enterprise level. These would be owned by subject matter experts/managers and reviewed by the Executive periodically. The new risk register will be developed over the coming months and will be presented to ARC in the next financial year.

The Committee noted the updates to Council's Strategic Risks.

ACTION

Mr Schneier requested that the Committee be provided with visibility of how risks are categorised across Strategic, Enterprise and Operational levels, through a report summarising recent changes. The Committee also requested that the new Enterprise Risk Register be presented at the September Committee meeting.

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

8.1.2 RISK MANAGEMENT REPORTING

Ms Vaynrib provided an update on the risk reporting framework which suggested replacing the quarterly operational risk reporting with the whole directorate risk report. The report would focus on whole directorates at a time on a cyclic program, providing the Committee with oversight of all risk areas once every 18 months.

Ms Vaynrib explained that, as the directorate reports would include strategic risks relevant to the presenting director, officers further suggested that the Strategic Risk Report, which is currently presented to ARC on a biannual basis, be presented annually going forward. The Risk Management team would continue to ensure that strategic risks and assurance activities are reviewed by the Executive twice a year in accordance with Council's Risk Management Framework and Policy.

The Committee noted and provided feedback on the draft risk report, the proposed reporting schedule, and the proposed approach to enterprise risk, and requested that the biannual review process continue.

8.2. KEY STRATEGIC RISK FOCUS AREAS**8.2.1 CHIEF INFORMATION OFFICER REPORT**

The Chairperson welcomed Mr Barrett to the meeting at 9:30am.

Mr Barrett provided an update on Information Management, which included:

- The *Digital and Technology Strategy* which was presented to the broader Councillor group in December 2025 for information and feedback. Councillors expressed support for the direction and intent of the draft strategy.
- Progress on the Finance System Replacement Project which remains on track.
- Maturity ratings against the Essential Eight and the NIST Cybersecurity Framework
- The Records Digitisation Program which modernises recordkeeping and reduces the reliance on physical storage.
- Artificial Intelligence Policy which was adopted on 25 November 2025.

The Committee noted the quarterly report from the Chief Information Officer.

Cr Karslake left the meeting at 9:33am.

Ms Tripodi suggested that the AI Governance Framework be incorporated into the training module.

Mr Barrett left the meeting at 9:45am.

8.2.2 RESPONSIBLE PERSONS (AGED CARE) - QUARTERLY REPORTING

The Chairperson welcomed Ms Price and Mr Moraitis to the meeting at 9:45am.

Mr Moraitis updated the Committee on the first quarterly residential aged care report for Warrabee under the new Responsible Persons governance framework. Council's governance of Commonwealth-funded aged care services aligns with the three lines of defence assurance model:

- First Line – Management Controls and Self-Assessment
- Second Line – Risk Oversight and Monitoring

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

- Third Line – Independent Assurance and Audit

Mr Moraitis explained that the structured assurance framework supported 'responsible persons' in exercising their due diligence duties under the Act for all Commonwealth-funded aged care services.

He also advised that officers continue to support Councillors to complete mandatory training modules delivered through the Aged Care Quality and Safety Commission's Aged Care Learning Information System, to assist Councillors in understanding and discharging their responsibilities under the Act. Officers have additionally provided administrative support to facilitate the registration of Councillors as Responsible Persons.

In response to recent residential aged care developments, Mr Moraitis outlined the context for Council's decision of 24 February 2026 to commence consultation regarding the future of Warrawee Community. He confirmed that no decision has been made and that Warrawee continues to operate as usual, with consultation underway with staff and their representatives, residents and families, and the broader community.

The Committee noted the quarterly report and provided feedback ahead of its presentation to Assembly on 24 March 2026.

Ms Price and Mr Moraitis left the meeting at 10am.

8.2.3 FINANCIAL SUSTAINABILITY UPDATE

Ms Vise advised that Council adopted its Financial Sustainability Strategy in December 2025. She noted that the Strategy was informed by an independent financial assessment undertaken in 2025, together with Council and community feedback, and provides a clear framework to strengthen Council's financial position through five strategic goals:

- balancing future budgets
- boosting revenue and driving efficiency
- strengthening reserves
- managing debt responsibly
- building a funding pipeline for capital works.

Ms Vise explained that the Strategy will guide Council's focus over the next four years to address key risks to long-term financial sustainability. She advised that officers have established a project control group to oversee implementation, supported by a detailed implementation plan, communications approach, and change management framework.

Ms Vise confirmed that current priorities include restructuring the debt portfolio, recasting the long-term capital works plan, building reserves, applying for a rate cap variation, developing a pricing policy and strategic review of procurement.

The Audit and Risk Committee noted the documented approach to implementing the Strategy and provided feedback.

9. FRAUD PREVENTION SYSTEMS AND CONTROLS

Nil

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

10. COMPLIANCE MANAGEMENT**10.1 CORPORATE GOVERNANCE REPORT**

Ms Vaynrib provided an update on Council's Corporate Governance, outlining key metrics for the period 1 October to 31 December 2025.

The Committee noted the Corporate Governance Report, which included updates on the gift register, personal interest returns, conflicts of interest, privacy complaints, and policy reviews.

11. INTERNAL CONTROL ENVIRONMENT

Nil

12. INTERNAL AUDIT**12.1 INTERNAL AUDIT REVIEW (WASTE MANAGEMENT)**

The Chairperson welcomed Mr McDonagh, Ms Wingad and Mr Connell to the meeting at 10:15am.

Mr Mtsambiwa presented the internal audit review of Waste Management. The objectives of the review were to assess and evaluate the design and effectiveness of the Council's waste management processes and controls.

The review found that Council's waste management processes were well designed and operating effectively, demonstrating short, medium and long term approach to waste management, compliance with internal policies, key legislative requirements and adequate monitoring for effective decision making. However, improvement opportunities were identified to further strengthen this function including the need to establish documented waste management guidelines, the need for enhanced processes to ensure all key waste related legislative requirements are captured in a central repository and incorporated into annual business planning activities and the need to hold structured discussions on contingency strategies, including identifying alternative waste disposal sites.

The Committee noted the internal review of Waste Management.

Mr McDonagh, Ms Wingad and Mr Connell left the meeting at 10:25am.

12.2 INTERNAL AUDIT REVIEW (FINANCIAL CONTROLS)

The Chairperson welcomed Ms Hassakis to the meeting at 10:25am.

Mr Kukreja presented the internal audit review of Financial Controls. The primary objective of the internal audit was to assess the design and effectiveness of controls and processes with respect to the Council's accounts payable ("AP") and accounts receivable ("AR") functions, and to identify potential risks and opportunities to improve related practices.

The review found that Council had implemented adequately designed internal controls across AP and AR functions, however currently they were operating in a partially effective manner. Opportunities to further strengthen these controls were identified including:

- Shortfalls noted in vendor and debtor Masterfile maintenance processes;
- The need to enhance controls for identifying and managing conflicts of interest when individuals hold dual roles as employees and vendors;

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

- Shortfalls noted with respect to PO creation, invoice processing and payment verification;
- The need to update AP and procurement documentation and guidance to reflect current practices;
- Shortfalls noted in debt recovery and write off processes; and
- Gaps noted with respect to credit note processing within the finance system.

The Committee noted the internal review of Financial Controls.

Ms Hassakis left the meeting at 10:35am.

13. EXTERNAL AUDIT**13.1 2025-26 VAGO AUDIT STRATEGY**

Mr Blashki presented the VAGO Audit Strategy Memorandum for the 2025–26 year, outlining VAGO's planned approach to the audit of Glen Eira City Council's Financial Report, Performance Statement and relevant acquittals for the financial year ending 30 June 2026. Mr Blashki advised that the Audit Strategy identifies key risk areas, including the valuation of property, infrastructure, plant and equipment, accounting for government grants and acquittals, and the Performance Statement.

The CFO also advised that the Audit and Risk Committee will be presenting briefing papers at its May meeting on the impact of asset valuations for land, buildings and infrastructure, together with any changes to the model accounts, on the 2025–26 financial statements.

The Committee noted the VAGO Audit Strategy Memorandum for the 2025–26 year.

14. AUDIT AND RISK COMMITTEE ITEMS**14.1 AUDIT & RISK COMMITTEE BIENNIAL REPORT**

The CFO presented the Biennial Report of the Committee as required under sections 53 and 54 of the *Local Government Act 2020*. The Committee considered and approved the report on its work for the period September 2025 to February 2026 (subject to any amendments) and recommended that the CEO include the draft report for consideration by Council at the 17 March Ordinary Council Meeting.

The Chair requested that the report reflect the strategic risk workshop undertaken by Audit and Risk Committee members and Councillors in October 2025.

15. INFORMATION & UPDATE ON ITEMS (INFORMATION ONLY, NOT ACTION)**15.1 SECTION 10 COMPLIANCE - PERFORMANCE AUDIT & OTHER INTEGRITY AGENCIES (VAGO)**

The Committee noted updates from the Victorian Auditor-General's Office relating to performance audits and other integrity agencies.

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

15.2 SECTION 11 INTERNAL CONTROL ENVIRONMENT - SECTOR REPORT (INTERNAL AUDITOR)

The Committee noted the sector report prepared by the Internal Auditor.

15.3 SECTION 12 INTERNAL AUDIT - REVIEW OF SERVICE REVIEW METHODOLOGY (DRAFT SCOPE)

Mr Kukreja advised that this type of audit is being undertaken across the sector. The Committee reviewed and recommended the proposed scope for the review of the Service Review Methodology, noting that benchmarking will be incorporated as feedback as part of the review.

15.4 SECTION 12 INTERNAL AUDIT - STATUS OF INTERNAL AUDIT ACTIONS

The Committee noted the progress and status of internal audit action items from the internal audit program.

15.5 SECTION 12 INTERNAL AUDIT - INTERNAL AUDIT ACTIVITY REPORT

The Committee noted the progress and status of the Internal Audit Report in accordance with the 2025-26 Internal Audit Plan.

15.6 SECTION 13 EXTERNAL AUDIT - STATUS OF EXTERNAL AUDIT ACTIONS

The Committee noted the progress and status of external audit actions from the VAGO.

15.7 SECTION 14 AUDIT & RISK COMMITTEE ITEMS - 2026 COMMITTEE WORK PLAN

The Committee noted the Committee's Work Plan for the 2026 calendar year subject to any amendments.

15.8 SECTION 12 INTERNAL AUDIT - CHILD SAFE STANDARDS INTERNAL AUDIT RISK REASSESSMENT

The Committee noted the update to the risk rating relating to the self-assessment and risk assessment reviews for Occasional Care Services and Family Day Care Services in the Child Safe Standards Internal Audit Review.

16. GENERAL BUSINESS**16.1 GENERAL BUSINESS**

The Committee noted general business items and noted the next meeting is scheduled for Friday, 29 May 2026.

AUDIT AND RISK COMMITTEE MINUTES – 27 FEBRUARY 2026

17. AUDIT AND RISK COMMITTEE (MEMBERS ONLY)

Nil

18. CLOSURE OF MEETING

The meeting concluded at 10:45am

10.6 FINANCIAL MANAGEMENT REPORT AS AT 28 FEBRUARY 2026

Author: Alon Milstein, Coordinator Financial Accounting

Director: John Vastianos, Chief Financial Officer

Trim No: 26/158260

Attachments: 1. [February 2026 Finance Report](#) [↓](#)

EXECUTIVE SUMMARY

Council plays a pivotal role in fostering a thriving, inclusive, and sustainable community through the delivery of a broad and diverse range of services and facilities. These encompass essential infrastructure, community programs, recreational spaces, health and wellbeing initiatives, and support services each contributing to a healthy, well-connected, and liveable municipality for all residents.

This report presents the Financial Management performance for the period ending 28 February 2026. It is designed to support informed decision-making by highlighting and explaining significant variances. Detailed financial data and analysis are provided in Attachment 1.

The forecast operating surplus for the 2025–26 financial year is \$5.64 million, which is \$390 thousand below the originally adopted budget surplus of \$6.03 million. This variance is primarily due to the early receipt of 50 per cent of the estimated 2025–26 Financial Assistance Grant in June 2025; a timing issue that does not reflect a reduction in total funding.

It is important to note that the operating surplus does not equate to a cash profit. Rather, it reflects the net result of total revenue and expenditure, inclusive of accruals, one-off transactions, and non-cash accounting adjustments such as depreciation and provisions. These elements are essential for presenting a complete and accurate picture of Council's financial position and operational performance.

This result must be viewed in the context of ongoing financial pressures facing local government. Council continues to navigate a challenging fiscal environment marked by rising service delivery costs, constrained revenue growth due to rate capping, and increasing regulatory obligations. These factors place significant strain on operational budgets and necessitate careful prioritisation of resources to maintain service levels and infrastructure investment.

In response, Council is actively implementing its *Financial Sustainability Strategy*, adopted on 16 December 2025, which provides a clear framework for strengthening long-term financial resilience. The strategy focuses on reviewing service delivery models, exploring alternative revenue streams, optimising asset utilisation, and prioritising capital investment to ensure alignment with community needs and sustainability objectives.

Council remains committed to reinvesting any available surplus into capital works and debt redemption. While cash holdings remain low, Council is actively managing its financial position to ensure sufficient reserves are maintained. These reserves are earmarked for key obligations including open space development, contract deposits, employee entitlements, and residential aged care deposits.

Through this disciplined approach, Council continues to demonstrate prudent financial management and a strong commitment to fulfilling its responsibilities to the community, ensuring public resources are managed transparently and effectively to support both current service delivery and future community needs.

RECOMMENDATION

That Council notes the Financial Management Report for the period ending 28 February 2026.

BACKGROUND

Under section 97 of the *Local Government Act 2020*, councils are required to present a quarterly budget report at a public Council meeting, including a comparison of actual and budgeted results, explanations of material variations, and any other prescribed matters. Glen Eira City Council prepares and reviews financial reports on a monthly basis, supporting timely oversight, informed decision-making, and a commitment to financial transparency and accountability.

The attached report presents a comparison of Council’s year-to-date actual operating income and expenditure against both the budgeted year-to-date figures and the forecast to 30 June 2026. This analysis enables Council to monitor financial performance, assess alignment with strategic objectives, and identify any emerging variances requiring attention.

In addition to operating results, the report provides a review of the Capital Works Program and an assessment of Council’s cash flow position. The report also examines rate debtors and incorporates the Victorian Auditor-General’s Office (VAGO) financial sustainability indicators, which benchmark Council’s long-term financial health across key metrics such as liquidity, indebtedness, and asset renewal.

ISSUES AND DISCUSSION

(a) Key Highlights - Current Financial Position

The forecast result expected for the financial year is a surplus of \$5.64m. Key highlights for the period ending 28 February 2026 include:

Key Highlights	January 2026	February 2026	Movement	Comments
	\$ 000's	\$ 000's	\$ 000's	
Forecast Surplus	4,971	5,644	673	No material forecast movements for February 2026. Refer to the Financial Management Report for further details.
Forecast Liquidity	166.03%	165.21%	(0.81%)	Forecast liquidity has decreased slightly during the period.
Forecast Capital Works	35,302	34,511	(791)	Reduction in forecast mainly due to Renewal Projects decrease of \$465k and Packer Park Pavillion Upgrade decrease of \$350k.

(b) Open Space

Council collects a Public Open Space contribution in many circumstances when land is subdivided within the municipality. The balance of the Open Space Reserve as at 28 February 2026 is as follows:

Description	2025-26 Current Month	2025-26 Year to Date
Opening Balance as at 1 July 2025		\$26,886,612
Open Space Contributions Received	\$166,000	\$4,361,848
Open Space Capital Expenditure	\$0	\$0
Closing Balance Open Space Reserve		\$31,248,460
Committed Open Space Purchases		(\$10,325,000)
Available Open Space Reserve Funds		\$20,923,460

Please note the open space reserve is not currently held in a separate cash reserve.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Council's Financial Management Report reflects our commitment to the climate emergency by continuing to reduce organisational emissions, build community awareness, and enable pathways for community action and solutions. Consistent with the *Climate Emergency Response Strategy 2025–2029* (CERS), Council is prioritising the development of clear pathways and measurable progression toward community wide emissions reduction. Council continues to deliver initiatives that support these pathways and our organisational goal of zero direct Council emissions by 2031. These include degasification of Council facilities; investment in open space, increased tree canopy and other greening initiatives; actions that support a circular economy and environmentally sustainable design; and the ongoing transition of the Council fleet to electric vehicles.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The key financial objectives for Council are:

- **Rates** – maintain rate increases in line with the constraints set by the State Government's Rate Cap.
 - **Liquidity** – establishing a budget that sets Council's liquidity level at no less than 100 per cent excluding its reserve funds.
 - **Fees** – set fee increases that are manageable and sustainable, in line with the consumer price index and reasonable benchmarking.
 - **Waste Charges** – to be set on a cost recovery basis.
 - **Risk Management** – mitigate major risks through targeted investment in critical areas, including a focus on maintenance and renewal within the Capital Works Program.
 - **Service Level** – maintain essential services at not less than current levels.
 - **Retain capacity to invest in long term sustainability** – support initiatives that build long-term financial sustainability and organisational capability.
 - **Retain our efficiency position** – keep day-to-day costs manageable and acknowledging that our rates have been below similar councils for a long time.
 - **Community Engagement** – ensure that priorities reflect feedback from, and engagement with, the community.
- **Underlying Result** – risk trajectory: In line with the VAGO financial sustainability indicators framework, we expect the Underlying Result risk to improve from High to Low over the forward period. This improvement is underpinned by actions in Council's *Financial Sustainability Strategy* (adopted 16 December 2025), including disciplined operating cost containment, service model reviews, targeted own source revenue uplift where appropriate, and capital program re prioritisation toward asset renewal and risk mitigation. The 2025–26

forecast surplus of \$5.64m reflects timing factors such as the early receipt of 50% of the 2025–26 Financial Assistance Grant in June 2025 and does not diminish the underlying trajectory supported by these measures.

POLICY AND LEGISLATIVE IMPLICATIONS

- Glen Eira Council Financial Plan 2025-2035
- Glen Eira Council Financial Sustainability Strategy 2025-2029
- Glen Eira Council Revenue and Rating Plan 2025-2029
- Glen Eira Council Budget 2025-2026
- Glen Eira Council Plan 2025-2029
- Glen Eira Council Integrated Planning and Reporting Framework
- Local Government Act 1989
- Local Government Act 2020
 - Division 2 — Budget Process
 - Part 4 — Planning and Financial Management — Section 97
- Local Government (Planning and Reporting) Regulations 2020
 - Part 3 — Budget

COMMUNICATION AND ENGAGEMENT

In preparing the Financial Management Report, Council officers take into account a range of other plans and strategic documents that outline services and initiatives requiring both financial and non-financial resources for the current financial year.

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 exercise disciplined financial management to deliver strong outcomes for the community. In an environment marked by economic uncertainty, rising service delivery costs, and increasing regulatory demands, Council remains proactive in identifying and mitigating financial risks that could impact long-term sustainability. Through ongoing monitoring, strategic planning, and transparent reporting, Council ensures that resources are allocated effectively and responsibly. This commitment to sound financial stewardship enables Council to maintain service levels, invest in critical infrastructure, and respond adaptively to emerging challenges, reinforcing its role as a trusted custodian of public funds and a resilient partner in community wellbeing.

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ORDINARY COUNCIL MEETING

17 MARCH 2026

Financial Management Report for the period ending 28 February 2026

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17 MARCH 2026

Executive Summary**a) Current Month Budget Result**

At the end of February, the year-to-date performance against budget from ordinary activities showed higher than anticipated income of \$6.95m and a favourable variance in operating expenditure of \$5.81m.

The year-to-date operating result is materially ahead of budget. This position reflects stronger than anticipated revenue, particularly from user fees and statutory fees, together with expenditure tracking below budget across employee and contractor costs. While the current result is positive, a portion of the variance reflects timing impacts, vacant positions, and delayed contractor expenditure, rather than permanent improvements to Council's underlying operating position.

User fees and statutory fees continue to track above budget due to higher activity levels across a number of service and regulatory areas. These revenue streams are demand driven and subject to variability, and the forecast does not assume that current year to date trends will continue for the remainder of the financial year. Employee costs are also expected to partially normalise later in the year, particularly once Enterprise Bargaining back pay obligations are recognised.

Depreciation expense is expected to be higher than budget, reflecting 2024–25 year end indexation outcomes and adjustments arising from changes in accounting standards. These impacts have been incorporated into the year-end forecast.

b) Current Month Forecast Result

The forecast result expected for the financial year is a surplus of \$5.64m. This compares unfavourably against the original adopted 2025-26 Budget surplus of \$6.03m mainly due to the timing of the early receipt of 50 per cent of the estimated 2025-26 Financial Assistance Grant allocation received in June 2025 (\$2.55m). This is a timing variance only. 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 invest any available surplus in capital works and debt redemption and continue to deliver high-quality services and projects. Whilst Council's unrestricted cash remains at low levels, Council needs to ensure that adequate levels of cash reserves are set aside for funding Council's open space reserves, contract deposits, employee entitlements and deposits relating to residential aged care. Council is continuing to be a prudent financial manager to acquit its responsibilities to 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.

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ORDINARY COUNCIL MEETING

17 MARCH 2026

The balance of the Open Space Reserve as at 28 February 2026 is as follows:

Description	2025-26 Current Month	2025-26 Year to Date
Opening Balance as at 1 July 2025		\$26,886,612
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Open Space Capital Expenditure	\$0	\$0
Closing Balance Open Space Reserve		\$31,248,460
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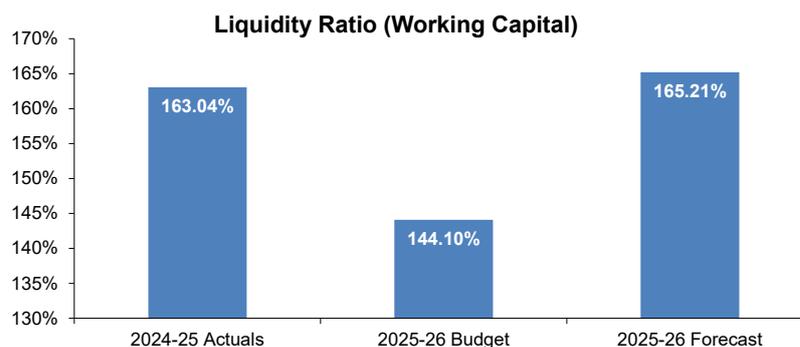
d) Loan borrowings

Council has secured loan facilities totalling \$64m through the Treasury Corporation of Victoria. The breakdown of these borrowings is as follows:

- \$47m in general-purpose loans from the Treasury Corporation of Victoria
- \$7m under the 2019 Community Infrastructure Loans Scheme, comprising:
 - \$2m for the *Eat Street Community Space Project*
 - \$5m for the *Bentleigh Library Redevelopment*
- \$10m under the 2020 Community Sports Infrastructure Loans Scheme for the *Carnegie Memorial Swimming Pool Redevelopment*.

As at 28 February 2026, the closing balance of loan borrowings stands at \$58.48m.

Council has budgeted loan commitments of \$4.7m in principal repayments and interest, with no additional loan drawdowns planned for the 2025–26 financial year.

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.

Refer to page 18 for a summary of Financial Sustainability risk indicators.

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f) Superannuation – Defined Benefits Scheme

Vested Benefits Index (VBI)

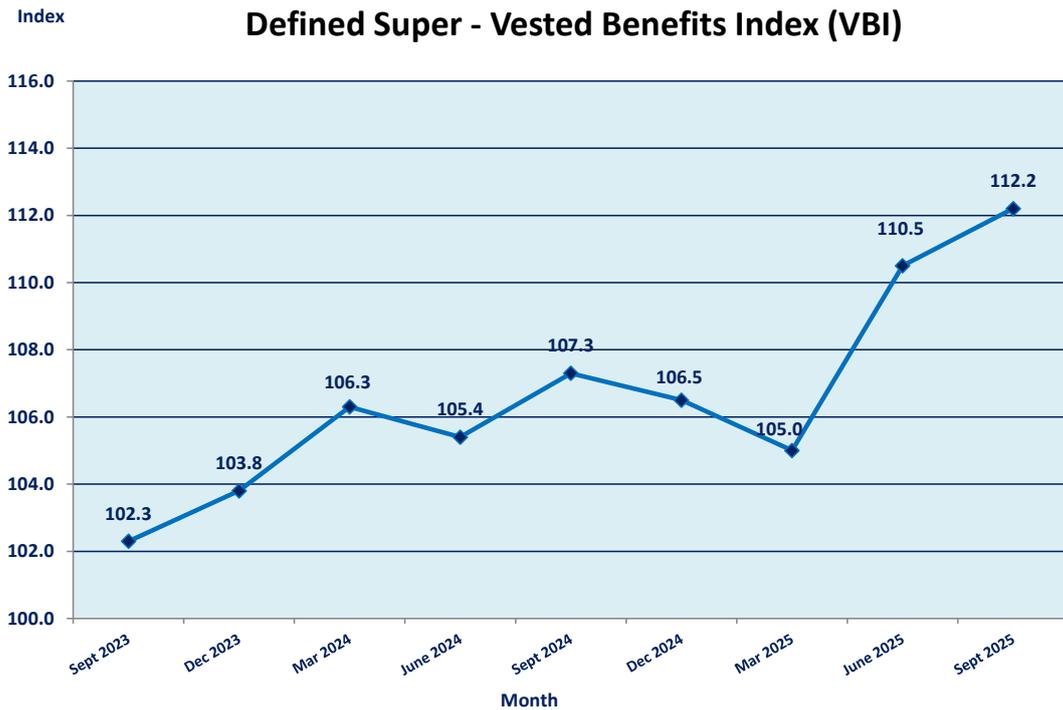
Defined benefit plans are required by law to have an actuarial investigation at least once every three years. Vision Super monitors the vested benefit position of the defined benefits plan on a quarterly basis.

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 generally 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 30 September 2025.



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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 material forecast adjustments for February 2026

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ORDINARY COUNCIL MEETING

17 MARCH 2026

Income Statement

for the period ending 28 February 2026

	2025-26 Year to Date Actual	2025-26 Year to Date Budget	2025-26 Year to Date Variance	2025-26 Year to Date Variance	2025-26 Previous Month End Forecast	2025-26 Current Month Forecast	2025-26 Forecast Movement	2025-26 Annual Budget	2025-26 Budget Forecast Variance
	\$ 000's	\$ 000's	\$ 000's	(%)	\$ 000's	\$ 000's	\$ 000's	\$ 000's	(%)
Income from Ordinary Activities									
General Rates	118,594	118,575	19	0.0%	118,810	118,821	10	118,737	0.1%
Supplementary Rates	871	763	108	0.0%	907	907	-	850	6.7%
Waste & Recycling Charges	28,403	28,366	37	0.1%	28,400	28,397	(3)	28,366	0.1%
Grants (Operating & Capital)	16,661	13,621	3,040	22.3%	27,732	28,373	642	28,690	(1.1%)
Interest Received	2,347	1,507	840	55.7%	2,750	2,883	133	2,260	27.5%
User Fees	20,561	19,137	1,424	7.4%	30,878	30,884	7	30,007	2.9%
Statutory Fees & Fines	9,152	7,963	1,189	14.9%	11,843	12,159	316	11,970	1.6%
Contributions (Monetary)	4,362	4,150	212	5.1%	5,270	5,333	63	5,000	6.7%
Other Income	1,496	1,412	84	5.9%	2,581	2,571	(10)	2,593	(0.9%)
Total Income from Ordinary Activities	202,447	195,493	6,952	3.56%	229,171	230,328	1,157	228,473	0.8%
Expenses from Ordinary Activities									
Employee Costs	59,665	63,263	3,599	5.7%	93,865	93,542	323	94,630	1.2%
Materials & Consumables	3,040	3,549	509	14.3%	4,886	4,842	44	5,138	5.8%
Contractor Payments	40,760	42,257	1,497	3.5%	65,622	66,089	(467)	64,111	(3.1%)
Maintenance	5,509	6,024	515	8.5%	8,576	8,548	28	8,876	3.7%
Utility Services	3,866	3,526	(340)	(9.7%)	5,754	5,799	(45)	5,363	(8.1%)
Insurances	2,004	2,254	249	11.1%	2,144	2,159	(15)	2,350	8.1%
Other Expenses	5,118	4,820	(298)	(6.2%)	7,444	7,573	(128)	7,299	(3.7%)
Grants & Subsidies	1,228	1,272	44	3.5%	1,677	1,597	80	1,646	3.0%
Borrowing Costs	1,596	1,625	29	1.8%	2,429	2,425	4	2,438	0.5%
Total Expenses from Ordinary Activities	122,785	128,589	5,805	4.5%	192,397	192,574	(177)	191,852	(0.4%)
Surplus/(deficit) before non operational activities	79,662	66,904	12,757	19.1%	36,774	37,754	980	36,620	3.1%
Non-operational Activities									
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	133	247	(114)	(46.1%)	307	277	(31)	370	(25.2%)
Written Down Value of Assets Sold/Disposed	196	70	(126)	0.0%	1,557	1,555	2	1,431	(8.6%)
Depreciation & Amortisation	21,154	19,673	(1,480)	(7.5%)	30,554	30,832	(278)	29,527	(4.4%)
Surplus/(deficit) for the period	58,445	47,407	11,037	23.3%	4,971	5,644	673	6,032	(6.4%)

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ORDINARY COUNCIL MEETING

17 MARCH 2026

Balance Sheet
for the period ending 28 February 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 2024-25	Annual Budget 2025-26	Annual Forecast 2025-26	Year to Date Actual 2025-26	Previous Month End Actuals
	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's
Assets					
Current Assets					
Cash and Cash Equivalents	77,437	55,106	72,432	103,576	93,849
Trade and Other Receivables	22,648	22,583	26,748	80,500	97,769
Other Assets	5,714	6,063	5,714	4,694	4,471
Total Current Assets	105,799	83,752	104,894	188,770	196,089
Non-Current Assets					
Property, Infrastructure, Plant and Equipment	2,885,292	2,717,244	2,886,492	3,086,450	2,966,623
Right-of-use-assets	1,215	681	1,215	1,215	1,215
Intangible Assets	589	334	589	394	416
Investments in Joint Operations	327	282	327	326	326
Other Financial Assets	5	5	5	5	5
Total Non-Current Assets	2,887,428	2,718,547	2,888,628	3,088,390	2,968,586
TOTAL ASSETS	2,993,227	2,802,299	2,993,522	3,277,160	3,164,675
Liabilities					
Current Liabilities					
Trade and Other Payables	18,041	12,926	17,848	22,843	19,540
Trust Funds and Deposits	25,218	23,892	25,218	39,676	39,608
Unearned Income	4,988	3,028	3,147	-	-
Provisions	13,782	14,780	13,782	12,771	12,708
Interest-Bearing Liabilities	2,155	2,959	2,959	1,907	1,916
Lease Liabilities	706	537	537	706	706
Total Current Liabilities	64,890	58,122	63,491	77,903	74,477
Non-Current Liabilities					
Provisions	1,479	1,173	1,479	1,448	1,448
Interest-Bearing Liabilities	57,716	54,375	54,375	56,572	56,744
Lease Liabilities	839	229	229	839	839
Other Liabilities - Joint Operations	3,010	4,753	3,010	3,010	3,010
Total Non-Current Liabilities	63,044	60,530	59,093	61,870	62,042
Total Liabilities	127,934	118,652	122,584	139,772	136,518
Net Assets	2,865,295	2,683,646	2,870,938	3,137,387	3,028,157
Equity					
Accumulated Surplus	1,024,176	1,016,637	1,029,820	1,078,258	1,090,362
Asset Revaluation Reserve	1,812,971	1,637,316	1,812,971	2,026,621	1,905,452
Public Open Space Reserve	26,887	28,433	26,887	31,248	31,082
Strategic Asset Development Reserve	1,260	1,260	1,260	1,260	1,260
Total Equity	2,865,295	2,683,646	2,870,938	3,137,387	3,028,157

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Capital Works Program***for the period ending 28 February 2026***

This represents our portfolio of capital projects that have been adopted and formally approved by Council as part of the 2025-26 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.

As at the end of February 2026, the total capital works expenditure forecast for 2025-26 is expected to be \$34.51m, represented by:

- Capital works projects as per the adopted 2025-26 Budget \$27.17m
- Carry forward projects from 2024-25 \$7.54m
- Accumulated project forecast adjustment (\$201k).

Forecast adjustments for February 2026 (\$791k decrease)

The Elster Creek – Stormwater Improvement Initiative project has increased by \$60k, reflecting additional funding received from Melbourne Water to support completion of the project.

This increase has been partially offset by forecast reductions across the following projects:

- **Renewal Projects \$465k** — Drainage Improvement Program (\$250k), Car Park Renewal Program (\$100k), Right-Of-Way Renewal Program (\$100k) and Drainage Renewal and Flood Mitigation Program (\$15k).
- **Community Facilities \$350k** — Packer Park Pavilion Upgrade.
- **Community Safety \$36k** — School Safety Elsternwick Splitter Islands (\$21k) and Shopping Centre Safety (\$15k).

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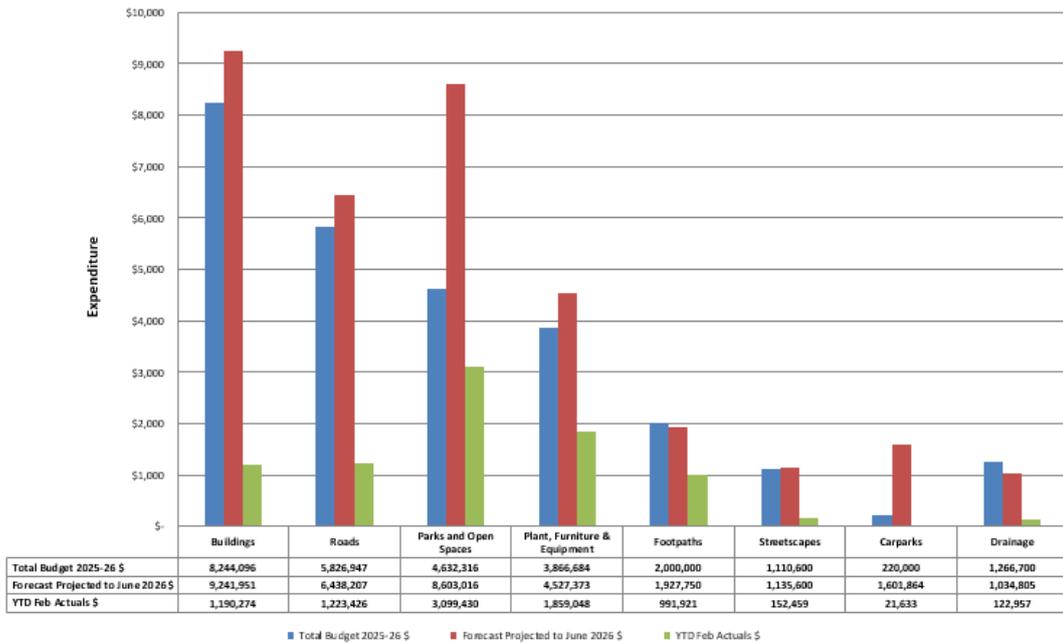
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Capital Works Performance Graphs

The below graphs reflect the 2025-26 budget allocations for the main asset category and monthly expenditure against budget and forecast.

Capital Spend by Asset Category



Expenditure against Budget and Forecast



Capital expenditure for February was \$811k below forecast, primarily due to the scheduling delays across several projects:

- Sustainability Projects (\$272k)
- Renewal Projects (\$157k)
- Recreation and Open Space Project (\$131k)
- Community facilities Projects (\$109K)

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Capital Works Program Expenditure								
<i>for period ending 28 February 2026</i>								
Description	Adopted Capital Budget	Carry Forwards from 2024-25	Budget Plus Carry Forwards	Adjustments	Annual Forecast	Year To Date Actual Expenditure	Year To Date Forecast	Year To Date Variance
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
PLACE								
CYCLING ACTION PLAN	433,600	-	433,600	-	433,600	29,250	113,600	84,350
SHOPPING/ACTIVITY CENTRE IMPROVEMENTS	150,000	-	150,000	25,000	175,000	117,302	85,000	(32,302)
INTEGRATED TRANSPORT STRATEGY	80,000	-	80,000	-	80,000	1,790	-	(1,790)
BETTER STREETS BETTER PLACES PROGRAM	852,000	-	852,000	100,000	952,000	22,500	55,000	32,500
CARNEGIE LANEWAY IMPROVEMENTS	75,000	-	75,000	-	75,000	-	-	-
CARNEGIE MASTER PLAN	450,000	-	450,000	-	450,000	-	-	-
PLACEMAKING STRATEGY IMPLEMENTATION	150,000	-	150,000	-	150,000	10,157	11,000	843
TOTAL PLACE	2,190,600	-	2,190,600	125,000	2,315,600	180,999	264,600	83,601
TRANSFORMATION & TECHNOLOGY								
GIS UPGRADE/REPLACEMENTS	-	236,113	236,113	-	236,113	39,863	39,862	-
TOTAL TRANSFORMATION & TECHNOLOGY	-	236,113	236,113	-	236,113	39,863	39,862	-
RECREATION AND OPENSACE								
OPEN SPACE STRATEGY INITIATIVES	678,311	595,995	1,274,306	-	1,274,306	317,836	350,618	32,782
RECREATION PROGRAM	750,000	767,257	1,517,257	570,934	2,088,191	1,232,064	1,264,745	32,681
SPORTSGROUND LIGHTING UPGRADE	300,000	-	300,000	-	300,000	5,170	5,000	(170)
PUBLIC TOILET BLOCK UPGRADE	79,500	-	79,500	-	79,500	-	30,000	30,000
PARKING SPACES IN OUR PLACES	150,000	-	150,000	-	150,000	4,003	40,000	35,997
TOTAL RECREATION AND OPENSACE	1,957,811	1,363,252	3,321,063	570,934	3,891,997	1,559,073	1,690,363	131,290
COMMUNITY FACILITIES								
BUILDING IMPROVEMENTS	-	138,235	138,235	19,389	157,624	119,484	119,484	-
PARK PAVILION UPGRADE	4,500,000	1,962,365	6,462,365	(350,000)	6,112,365	1,286,038	1,360,000	73,962
CARNEGIE LIBRARY	50,000	-	50,000	-	50,000	19,420	20,000	580
CARNEGIE MEMORIAL SWIMMING POOL	100,000	-	100,000	-	100,000	65,445	100,000	34,555
TOTAL COMMUNITY FACILITIES	4,650,000	2,100,600	6,750,600	(330,611)	6,419,989	1,490,387	1,599,484	109,097
SUSTAINABILITY								
SUSTAINABILITY INITIATIVES	2,066,980	699,771	2,766,751	-	2,766,751	460,904	548,943	88,039
BICYCLE PARKING IMPLEMENTATION	20,000	-	20,000	-	20,000	-	20,000	20,000
INTEGRATED WATER MANAGEMENT	90,000	-	90,000	60,000	150,000	18,080	90,000	71,920
OPEN SPACE STRATEGY INITIATIVES	550,000	225,713	775,713	-	775,713	129,389	221,310	91,921
TOTAL SUSTAINABILITY	2,726,980	925,484	3,652,464	60,000	3,712,464	608,373	880,253	271,880
COMMUNITY SAFETY								
TRANSPORT PLANNING	2,057,834	2,071,796	4,129,630	(36,126)	4,093,504	553,971	612,488	58,517
TOTAL COMMUNITY SAFETY	2,057,834	2,071,796	4,129,630	(36,126)	4,093,504	553,971	612,488	58,517

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Capital Works Program Expenditure <i>for period ending 28 February 2026 (continued)</i>								
Description	Adopted Capital Budget	Carry Forwards from 2024-25	Budget Plus Carry Forwards	Adjustments	Annual Forecast	Year To Date Actual Expenditure	Year To Date Forecast	Year To Date Variance
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
RENEWALS								
FURNITURE & FITTINGS	69,631	62,000	131,631	72,816	204,447	63,127	91,631	28,504
INFORMATION SYSTEMS	877,200	-	877,200	-	877,200	182,419	181,172	(1,247)
SUPERSTRUCTURE COMPONENT RENEWALS	120,000	-	120,000	-	120,000	90,424	95,000	4,576
VEHICLE REPLACEMENT	1,000,000	132,136	1,132,136	-	1,132,136	341,703	407,695	65,992
FIRE COMPONENT RENEWALS	11,359	-	11,359	-	11,359	3,265	2,673	(592)
BUILDING IMPROVEMENTS	681,050	153,869	834,919	118,702	953,621	219,292	235,525	16,233
FLOOR COVERINGS	400,000	-	400,000	(153,816)	246,184	115,590	130,000	14,410
ROOF REPLACEMENT PROGRAM	41,647	-	41,647	-	41,647	35,836	40,000	4,164
STRUCTURAL RENEWALS	200,000	75,272	275,272	(37,702)	237,570	56,538	86,000	29,462
SECURITY ENHANCEMENTS	20,000	-	20,000	-	20,000	18,100	20,000	1,900
SENIOR CITIZEN BUILDINGS RENEWALS	53,060	-	53,060	-	53,060	38,050	40,449	2,399
LIBRARY COLLECTIONS	605,412	-	605,412	-	605,412	340,490	418,681	78,191
FOOTPATH PROGRAM	2,500,000	-	2,500,000	(100,000)	2,400,000	1,278,012	1,258,750	(19,262)
KERB AND CHANNEL REPLACEMENT PROGRAM	330,000	-	330,000	-	330,000	176,487	198,000	21,513
ROAD REHABILITATION PROGRAM	1,062,000	-	1,062,000	-	1,062,000	20,325	30,000	9,675
DRAINAGE IMPROVEMENTS	1,266,700	33,105	1,299,805	(265,000)	1,034,805	122,957	78,105	(44,852)
GLENWORKS PROGRAM	1,697,113	-	1,697,113	-	1,697,113	121,156	109,113	(12,043)
RIGHT OF WAY IMPROVEMENTS	-	210,210	210,210	(125,006)	85,204	79,736	17,230	(62,506)
CAR PARKS RENEWAL PROGRAM	100,000	-	100,000	(100,000)	-	-	-	-
RECREATION PROGRAM	374,122	180,195	554,317	-	554,317	45,587	102,000	56,413
AQUATIC CENTRE REDEVELOPMENT	1,141,041	-	1,141,041	-	1,141,041	719,308	617,041	(102,267)
PARKS MINOR CAPITAL WORKS	842,457	-	842,457	-	842,457	107,426	161,000	53,574
SHADE STRUCTURES	17,926	-	17,926	-	17,926	-	-	-
RESIDENTIAL AGED CARE MINOR IMPROVEMENTS	173,400	-	173,400	-	173,400	52,654	65,000	12,346
TOTAL RENEWALS	13,584,118	846,787	14,430,905	(590,006)	13,840,899	4,228,482	4,385,065	156,583
TOTAL CAPITAL WORKS EXPENDITURE	27,167,343	7,544,032	34,711,375	(200,809)	34,510,566	8,661,148	9,472,115	810,968

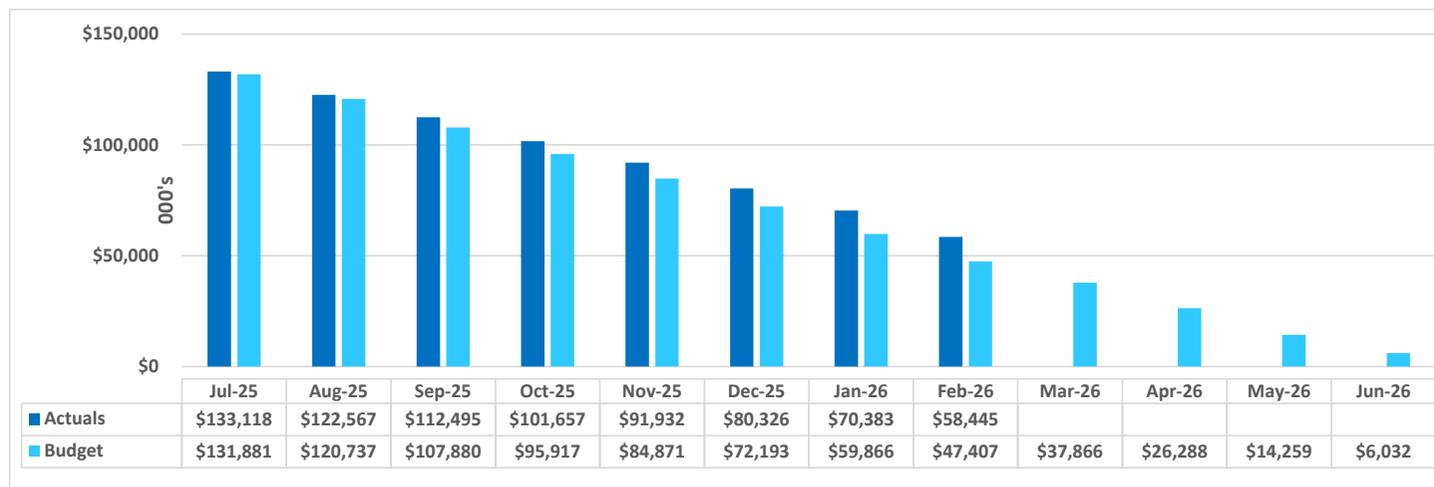
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Financial Performance Graphs

Net Result for the period ending 28 February 2026



The February 2026 year to date financial performance was \$11.04m higher than the year-to-date budget mainly due to:

- Better than anticipated income received for Grants \$3.04m, User Fees \$1.42m, Statutory Fees & Fines \$1.19m, Interest Received \$840k, Contributions (Monetary) \$212k and Other Income \$84k.
- Favourable variances in expenditure items including Employee Costs \$3.60m, Contractor Payments \$1.50m, Maintenance \$515k, Materials and Consumables \$509k, and Insurances \$249k. These are offset by an increase in Utility Services \$340k and Other Expenses \$298k.

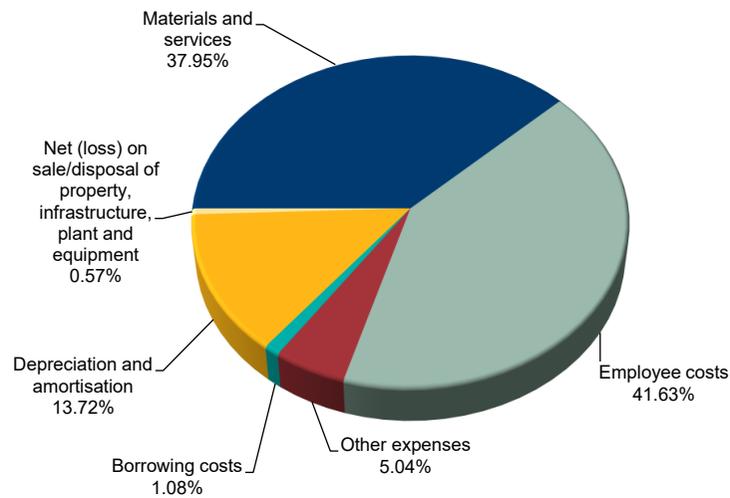
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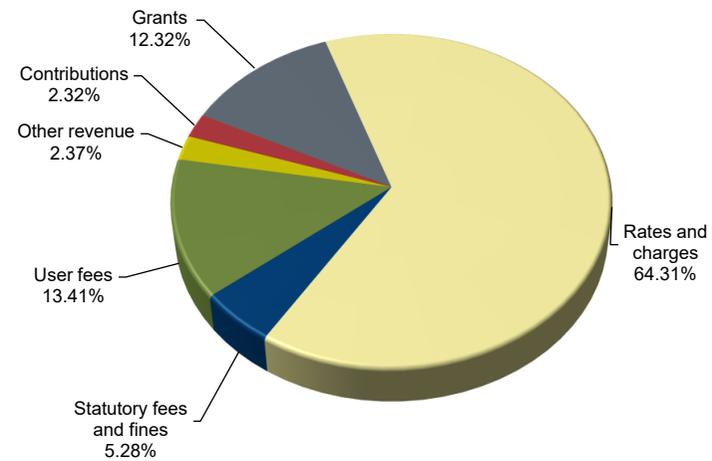
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**Financial Performance
for the period ending 28 February 2026**

2025-26 Forecast categories of expenditure



2025-26 Forecast sources of income

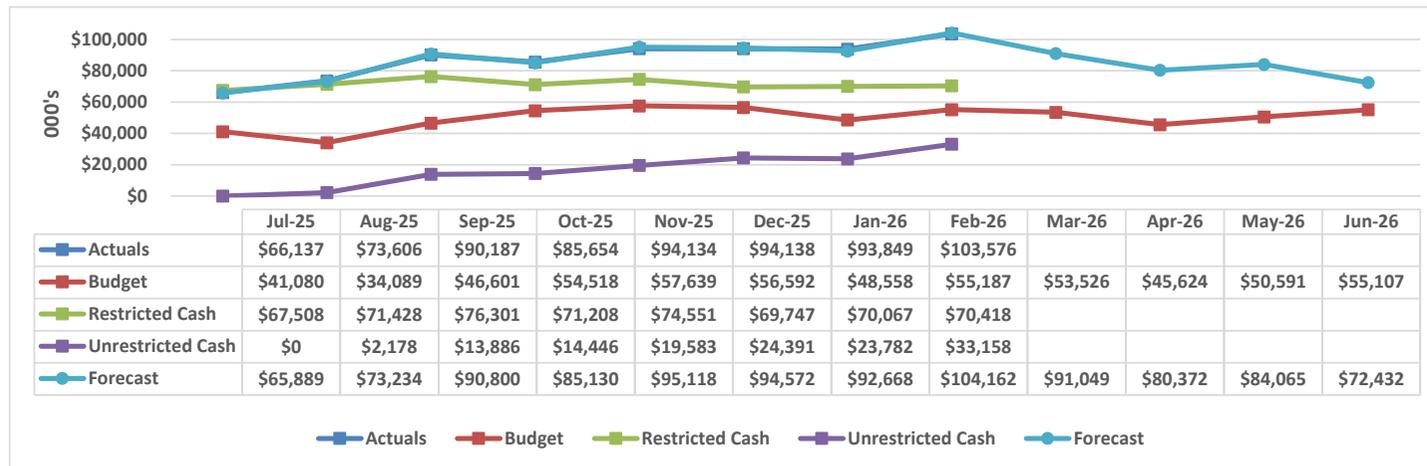


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**Cash and Investments
for the period ending 28 February 2026**



- **Cash Balance** – Council's year to date cash balance of \$103.58m is above budget for the current month. Council's forecast position to June 2026 of \$72.43m 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 28 February 2026 is \$70.42m, this includes: residential aged care deposits of \$15.47m, leave provisions of \$14.23m, trust funds and deposits of \$7.84m (including asset protection permits), open space reserve of \$31.25m, strategic asset development reserve \$1.26m and Emergency Services and Volunteers Fund \$365k. Noting that the open space (\$31.25m) is not held in cash reserve.
- **Return on Investments** – Council has achieved an average return on investments of 3.85 per cent for the month of February 2026.

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Rates Income and Debtors
for the period ending 28 February 2026

Rate Income – is an important source of revenue, accounting for approximately 65 per cent of the total revenue received by Council annually.

Rate Capping – The Victorian Government's *Fair Go Rates System* (FGRS) limits the maximum increase in Councils' average rates. The amount is calculated by dividing total revenue from general rates by the total number of rateable properties in the municipality.

Each year the Minister for Local Government sets the average rate cap increase for Councils.

The cap for 2025-26 was set at forecast CPI of 3% (2.75% for 2024-25).

Rate Payments – Rates are paid in four instalments during the year: February, May, September, and November. Council's cash flow is impacted by the timing of rate payments. The following table reflects the rate debtors balance as at 28 February 2026.

Rate Debtors	2025-2026 Year to date
	\$'000
Arrears Brought Forward	16,383
Credits Brought Forward	(1,579)
2025-26 Rates & Garbage Generated	146,446
2025-26 Emergency Services and Volunteers Fund Levy	29,755
Total Rates & Charges	191,005
Payments/Adjustments:	
Glen Eira Pension Rebate	(26)
State Government Rebate	(1,655)
Emergency Services and Volunteers Fund Rebate	(310)
Receipts	(121,241)
Interest	(459)
Supplementary Valuations	2,013
Adjustments	-
Total Payments/Adjustments	(121,678)
Rates & Charges Balance at Month End	69,327

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ORDINARY COUNCIL MEETING

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Financial Strategy

Each year, the Auditor-General of Victoria performs an audit of the Local Government sector and produces a report to Parliament of the results of those audits. As part of this process, the Auditor-General assesses the financial sustainability of Councils. The following pages explain and present the Auditor-General's financial sustainability risks and criteria, and page 18 provides indicators for Glen Eira City Council.

Financial sustainability risk indicators

Indicator	Formula	Description
Net result margin (%)	Net result/Total revenue	<p>A positive result indicates a surplus, and the larger the percentage, the stronger the result.</p> <p>A negative result indicates a deficit. Operating deficits cannot be sustained in the long term.</p> <p>The net result and total revenue are obtained from the comprehensive operating statement.</p>
Adjusted underlying result (%)	Adjusted underlying surplus (or deficit)/ Adjusted underlying revenue	<p>This measures an entity's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from net result.</p> <p>A surplus or increasing surplus suggests an improvement in the operating position.</p>
Liquidity (ratio)	Current assets/ Current liabilities	<p>This measures the ability to pay existing liabilities in the next 12 months.</p> <p>A ratio of one or more means that there are more cash and liquid assets than short-term liabilities.</p>
Internal financing (%)	Net operating cashflow/Net capital expenditure	<p>This measures the ability of an entity to finance capital works from generated cashflow.</p> <p>The higher the percentage, the greater the ability for the entity to finance capital works from their own funds.</p> <p>Net operating cashflows and net capital expenditure are obtained from the cashflow statement.</p> <p>Note: The internal financing ratio cannot be less than zero. Where a calculation has produced a negative result, this has been rounded up to 0 per cent.</p>
Indebtedness (%)	Non-current liabilities/Own-sourced revenue	<p>This assesses an entity's ability to pay the principal and interest on borrowings, as and when they fall due, from the funds it generates.</p> <p>The lower the ratio, the less revenue the entity is required to use to repay its total debt.</p> <p>Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.</p>
Capital replacement (ratio)	Cash outflows for the addition of new infrastructure, property, plant and equipment/ Depreciation	<p>Comparison of the rate of spending on new infrastructure, property, plant and equipment with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciating rate.</p> <p>This is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations and borrowing is not an option. Cash outflows for infrastructure are taken from the cashflow statement. Depreciation is taken from the comprehensive operating statement.</p>
Renewal gap (ratio)	Renewal and upgrade expenditure/Depreciation	<p>This compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation.</p> <p>Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.</p>

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ORDINARY COUNCIL MEETING

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Financial Strategy (continued)

Financial sustainability risk assessment criteria

The financial sustainability risk of each local council is assessed using the criteria outlined below:

Risk	Net result	Adjusted underlying result	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal gap
High	Less than negative 10% Insufficient revenue is being generated to fund operations and asset renewal.	Less than 0% Insufficient surplus being generated to fund operations	Less than 0.75 Immediate sustainability issues with insufficient current assets to cover liabilities.	Less than 75% Limited cash generated from operations to fund new assets and asset renewal.	More than 60% Potentially long-term concern over ability to repay debt levels from own-source revenue.	Less than 1.0 Spending on capital works has not kept pace with consumption of assets.	Less than 0.5 Spending on existing assets has not kept pace with consumption of these assets.
Medium	Negative 10%–0% A risk of long-term run down to cash reserves and inability to fund asset renewals.	0%–5% Surplus being generated to fund operations	0.75–1.0 Need for caution with cashflow, as issues could arise with meeting obligations as they fall due.	75–100% May not be generating sufficient cash from operations to fund new assets.	40–60% Some concern over the ability to repay debt from own-source revenue.	1.0–1.5 May indicate spending on asset renewal is insufficient.	0.5–1.0 May indicate insufficient spending on renewal of existing assets.
Low	More than 0% Generating surpluses consistently.	More than 5% Generating strong surpluses to fund operations	More than 1.0 No immediate issues with repaying short-term liabilities as they fall due.	More than 100% Generating enough cash from operations to fund new assets.	40% or less No concern over the ability to repay debt from own-source revenue.	More than 1.5 Low risk of insufficient spending on asset renewal.	More than 1.0 Low risk of insufficient spending on asset base.

Source: VAGO.

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ORDINARY COUNCIL MEETING

17 MARCH 2026

Financial Strategy (continued)

Monthly Report Relative to Financial Strategy

Financial Sustainability Risk Indicators	Objective	2024-2025 Actuals	Risk 2024-2025	2025-2026 Annual Budget as at 30 June 2026	2025-2026 Annual Forecast as at 30 June 2026	2025-2026 Risk based on Annual Forecast as at 30 June 2026	Comment
(1) Net Result	To generate surpluses consistently greater than 0%.	9.13%	Low	2.64%	2.45%	Low	Council is generating surpluses.
(2) Underlying Result (%)	Ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants and non-monetary asset contributions to fund capital expenditure from net result. Low risk indicator is to be more than 5%.	4.81%	Medium	-1.22%	-1.39%	High	Council anticipates a low underlying result during 2025-26.
(3) Liquidity	To measure Council's ability to repay short-term liabilities as they fall due. Low risk - indicator is to be greater than 1.0.	1.63	Low	1.44	1.65	Low	Council's forecast to 30 June 2026 indicates a Liquidity Ratio above 1.0.
(4) Internal Financing	Generating enough cash from operations to fund new assets. Low risk indicator is to be greater than 100%.	170%	Low	117%	109%	Low	Council is unrestricted in generating cash to fund new assets.
(5) Indebtedness	Lower than 40% relates to the ability to repay debt from own-source revenue.	33.00%	Low	31.08%	30.05%	Low	Council is operating at a ratio of lower than 40%, therefore has the ability to repay debt from own-source revenue.
(6) Capital Replacement	To ascertain the level of risk of insufficient spending on asset renewal. Low risk indicator is to be more than 1.5.	1.17	Medium	1.16	1.12	Medium	The VAGO rating is based on a high level comparison of total capital expenditure to depreciation across all asset classes. However, Council's Asset Plan and Capital Works Program provide sufficient renewal funding to maintain asset conditions.
(7) Renewal Gap	To ensure there is sufficient spending on Council's asset base. Low risk indicator is to be greater than 1.0.	1.02	Low	0.89	1.02	Low	Council spend on its asset base is at a low level of risk.

10.7 COUNCILLOR GIFT POLICY

Author: Joanne McKay, Coordinator Legal and Governance

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 26/140289

Attachments: 1. Amended Councillor Gift Policy - Tracked [↓](#)
2. Councillor Gift Policy [↓](#)

EXECUTIVE SUMMARY

Under section 138 of the *Local Government Act 2020* (Vic) (the Act) Council is required to adopt and maintain a Councillor gift policy. Council's current Councillor Gift Policy was first adopted in April 2021 and reviewed in December 2023. The Policy has been reviewed and a number of updates proposed to ensure that it continues to meet regulatory requirements and is fit for purpose.

This report recommends that Council adopts an amended Councillor Gift Policy.

RECOMMENDATION

That Council adopts the Councillor Gift Policy (Attachment 2 to this Report).

BACKGROUND

Under section 138 of the Act, Council is legislatively required to adopt and maintain a Councillor gift policy.

The policy's purpose is to provide guidance and transparency on the acceptance and declaration of any gifts, benefits or hospitality offered to Councillors in connection with their role as a Councillor.

This Policy is designed to ensure that any offers of gifts, benefits and hospitality are managed appropriately to:

- avoid conflicts of interest
- prevent fraud and corruption, and
- ensure compliance with the Act and Regulations.

Councillors are public representatives and must conduct their role without the influence, real or perceived, of any offers of gifts, benefits or hospitality.

ISSUES AND DISCUSSION

The Councillor Gift Policy was due for review as part of Council's regular review cycle.

Particular focus was given to simplifying the language of the Policy and making clearer what Councillors can and can't accept in terms of gifts, benefits or hospitality. This can be seen through the expansion of the Policy's definitions list.

The scope of the policy was also amended, to include a clear written list of the matters which the policy *does not* apply to.

Previously, the Policy did not apply to offers of gifts, benefits or hospitality which were valued at above the statutory gift disclosure threshold of \$500. This has now been removed and all gifts, whatever the value must be disclosed.

Further, the Policy now sets out that where the combined total value of token gift offers in the past 12 months from the same individual or organisation exceeds \$50, it will become a non-token gift. This allows the Policy to account for the accumulation of gifts from the same person or organisation.

The provisions relating to the approval of non-token gifts has been amended – changing the written approval requirement from the Mayor to the Chief Executive Officer. This strengthens the Policy in relation to potential perceived or real conflicts of interest.

Attached to this report is a marked up copy of the existing Policy showing the proposed amendments outlined above (Attachment 1). A clean draft version of the amended Policy is provided at attachment 2.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no climate emergency response strategy implications applicable to this report.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The amended Councillor Gift Policy does not have a direct financial impact on Council. Any resources required to administer and monitor compliance with the Policy will be met from existing operational budgets.

From a risk management perspective, the Policy plays an important role in mitigating key governance, integrity and reputational risks. In particular, it supports Council's management of risks associated with conflicts of interest, fraud and corruption, and public perception of decision-making integrity.

By strengthening disclosure requirements, clarifying acceptable and unacceptable gifts, and improving approval processes for non-token gifts, the amended Policy contributes to the effective management of Council's ethical conduct, transparency and compliance with legislative obligations. Adoption of the Policy therefore supports Council's broader risk management framework and commitment to good governance.

POLICY AND LEGISLATIVE IMPLICATIONS

Under section 138 of the *Local Government Act 2020 (Vic)*, Council is legislatively required to adopt and maintain a Councillor gift policy. By adopting the updated policy Council will maintain compliance with its legislative obligations in this regard.

COMMUNICATION AND ENGAGEMENT

The proposed Policy applies to Councillors. While Council decisions must be transparent and open to scrutiny, there is no legal requirement for consultation with the community, however under Council's Public Transparency Policy, it will be published on Council's website once it is adopted.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability
Our community has trust and confidence in our decisions

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The amended Councillor Gift Policy provides guidance and transparency on the acceptance and declaration of any gifts, benefits or hospitality offered to Councillors in connection with their role. Adoption of the amended Policy will continue to support strong governance and ensure compliance with section 138 of the *Local Government Act 2020 (Vic)*.

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Councillor Gift Policy

Date first adopted:	6 April 2021
Dates amended:	19 December 2023 XXXX 2024
Next review date:	December 2027 XXXX 2029
Position title of responsible business unit Manager:	<u>Manager Legal, Risk and Governance</u>
Position title of responsible business unit Director:	<u>Director Customer and Corporate Services</u>
Approved by:	<u>Council</u>
Next review date:	December 2027
Position title of responsible business unit Manager:	<u>Director Customer and Community Experience</u>
Approved by:	<u>Council</u>

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1. TITLE

Councillor Gift Policy

2. OBJECTIVE

~~To: This Policy aims. The objectives of this policy are to~~

- a) provide guidance and transparency on the acceptance and declaration of any gifts or benefits offered to, or received by, Councillors;
- b) maintain high levels of integrity and public trust by avoiding potential, actual ~~or and~~ perceived conflicts of interest, and reducing opportunities for fraud and corruption; ~~and~~
- c) ~~ensure compliance with section 138 of the Local Government Act 2020 by provide-~~ maintaining for the maintenance of a gift register and any other matters prescribed by the regulations under the Local Government (Governance and Integrity) Regulations 2020, under section 138 of the Local Government Act 2020, and,

3. Scope

3.1 This Policy applies to any gifts, benefits or hospitality offered or made to Councillors in connection with their role as a Councillor.

3.2 This policy does not apply to:

- a) election campaign donations which are made in accordance with Division 10 of the Act.
- b) gifts Councillors receive from Council (e.g. a Mayoral album presented at the end of a Mayoral term).
- c) a souvenir Councillors receive from a person or company given at an event or conference for which a fee was paid to attend (e.g. pens, mugs, keyrings etc.).
- d) attendance at public events that are free of charge to attend.
- e) attendance at events where the Council or Councillor has funded their attendance.
- f) attendance at events where the Councillor is engaged to present or facilitate and their reasonable expenses in attending in that capacity are covered by the event organiser.

4. DEFINITIONS

- d) complement personal interest returns by recording gifts that are below the threshold for disclosure set by the Local Government (Governance and Integrity) Regulations 2020.

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<u>Term</u>	<u>Meaning</u>
<u>Act</u>	<u>The Local Government Act 2020.</u>
<u>Anonymous Gifts</u>	<u>A gift given to a Councillor by a person whose name and address are unknown to them.</u>
<u>Benefit</u>	<u>Benefits can take many forms and are often non-tangible but can be used to influence behaviour due to their real or perceived value to the Councillor. Includes preferential treatment, privileged access, or other advantage offered to an individual, such as access to discounts, fast-tracked approval processes, loyalty programs and invitations to sporting, cultural or social events.</u>
<u>Bribe</u>	<u>An offer of money, items that can be converted into money, or other inducement made with the intention to corruptly influence a Councillor, officer or Council contractor in the performance of their duties. Bribery or attempted bribery of a public official is a criminal offence.</u>
<u>Conflict of Interest</u>	<p><u>Any:</u></p> <ul style="list-style-type: none"> • <u>general conflict of interest within the meaning of section 127 of the Act; and/or</u> • <u>material conflict of interest within the meaning of section 128 of the Act.</u> <p><u>A conflict of interest may be:</u></p> <ul style="list-style-type: none"> • <u>Actual: There is a real conflict between a Councillor's public duties and private interests.</u> • <u>Potential: A Councillor has private interests that could conflict with their public duties. This refers to circumstances where it is foreseeable that a conflict may arise in future and steps should be taken now to mitigate that future risk.</u> • <u>Perceived: The public or a third party could reasonably form the view that a Councillor's private interests could improperly influence their decisions or actions, now or in the future.</u>

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<u>Gift</u>	<p>As defined in section 3 of the Act:</p> <ul style="list-style-type: none"> any disposition of property otherwise than by will, made by a person or entity to another person without consideration in money or money's worth or with inadequate consideration, including - (a) the provision of a service (other than volunteer labour); and (b) the payment of an amount in respect of a guarantee; and (c) the making of a payment or contribution at a fundraising function.
<u>Gift declaration form</u>	The Council form to be completed by Councillors to declare gifts, benefits and hospitality and which is available from Councillor Business and the Councillor Portal.
<u>Gift disclosure threshold</u>	\$500 or a higher amount or value prescribed by the Local Government (Governance and Integrity) Regulations 2020.
<u>Gift Register</u>	A register maintained by Councillor Business which records details prescribed by the Act and regulations of Gifts, benefits and hospitality offered to or received by Councillors.
<u>Gifts Register</u>	A register of all Gifts, Favours, and Hospitality received by Council officers, maintained by Risk and Governance (or such other team as determined by the CEO from time to time).
<u>Hospitality</u>	<p>The provision or sponsorship of travel, accommodation, meals or entertainment or the hosting, reception or entertainment of guests, but does not include:</p> <ul style="list-style-type: none"> training, learning and development activities; externally hosted business meetings, site visits or community events which are not for networking purposes; travel accommodation, meals or entertainment which is paid for by Council or by the person receiving the hospitality; or modest refreshments which are incidental to business meetings, training, learning and development activities or community events.
<u>Legitimate business purpose</u>	<p>A purpose which furthers the conduct of Council's official business, or promotes and supports Council's goals, policy objectives and priorities, and may include:</p> <ul style="list-style-type: none"> expressing goodwill for official or ceremonial purposes; commemorating a significant occasion; facilitating the development of business relationships; furthering Council's business outcomes; contributing to staff development and wellbeing and workplace satisfaction; and/or celebrating Council's achievements.
<u>Token Gift</u>	A gift, benefit or hospitality (other than money) with a value up to and including \$50 that is unlikely to influence or be reasonably perceived as influencing the decision-making of a Councillor (as perceived by a

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~~reasonable person).~~

~~If the combined total value of token gift offers in the past 12 months from the same individual or organisation exceeds \$50 then it becomes a non-token gift.~~

3. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Anonymous Gifts	A gift given to a Councillor by an unknown donor.
Bribe	An offer of money or other inducement made with the intention to corruptly influence a Councillor, officer or Council contractor in the performance of their duties. Bribery or attempted bribery of a public official is a criminal offence.
Conflict of Interest	A conflict of interest as defined in the Local Government Act 2020, which requires Councillors to declare either Material or General Conflicts of Interest. Conflicts of interest may be: Actual: There is a real conflict between a Councillor's public duties and private interests. Potential: A Councillor has private interests that could conflict with their public duties. This refers to circumstances where it is foreseeable that a conflict may arise in future and steps should be taken now to mitigate that future risk. Perceived: The public or a third party could reasonably form the view that a Councillor's private interests could improperly influence their decisions or actions, now or in the future.
Gift	•Has the meaning given in section 3 of the Local Government Act 2020 of any disposition of property otherwise than by will, made by a person or entity to another person without consideration in money or money's worth or with inadequate consideration, including: ○ the provision of a service (other than volunteer labour); ○ the payment of an amount in respect of a guarantee; and (a) the making of a payment or contribution at a fundraising function.
Gift Declaration Form	The Council form to be completed by Councillors to declare gifts, benefits and hospitality and which is available from the Co-ordinator of Council Business.
Gift Disclosure Threshold	\$500 or such higher amount prescribed by the Local Government (Governance and Integrity) Regulations 2020.
Gift Register	A register maintained by the Co-ordinator of Councillor Business which records details prescribed by the Local Government Act 2020 and regulations of Gifts, benefits and hospitality offered to or received by Councillors.

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Token In reference to gifts, benefits or hospitality means of a token nature with a value less than \$50 and unlikely to influence decision-making of a Councillor (as perceived by a reasonable person)

4. POLICY POLICY

Scope

- 5.1 This Policy applies to any gifts, donations or hospitality offered or made to Councillors in connection with their role as a Councillor.
- 5.2 It does not include election campaign donations made to council election candidates which are recorded in a prescribed form under section 306 of Division 10, Election campaign donations of the Act Local Government Act 2020.
- 5.3 This Policy does not apply to gifts, benefits or hospitality where the value equals or exceeds the Gift Disclosure Threshold (declarations about these should be included in Councillors' personal interest returns).
- 5.4 This Policy does not apply to gifts Councillors receive from Council (e.g. a Mayoral album presented at the end of a Mayoral term).

5. Accountability Minimum Commitments

Councillors commit to:

- 5.1 complying with all legislative and Council policy obligations in relation to gifts, benefits and hospitality.
- 5.2 Councillors must not soliciting, demanding, or requesting gifts or any personal benefit for themselves or another person by virtue of their position as a Councillor.
- 5.3 Not accepting gifts, benefits or hospitality that are given with the expectation of favourable treatment, or the perception of favourable treatment.
- 5.4 Not accepting gifts, benefits or hospitality that are likely to influence, or be perceived to influence, the Councillor or that give rise to a conflict of interest or perceived conflict of interest.
 - 5.5 A Councillor who is offered a gift, benefit or hospitality, whether or not Token, Ceremonial or Anonymous, and whether accepted or not, must declare it by completing the Gift Declaration Form in accordance with this Policy.
- 5.6 Councillors must decline or return gifts, benefits and/or hospitality that are not Token unless an exception applies under this Policy.
- 5.7 Councillors must not accept gifts, benefits or hospitality that are likely to raise a reasonable perception of, or lead to, bias, benefit or preferential treatment.

6. Gifts Prohibited Gifts, benefits and hospitality

Prohibited Gifts

Councillors must not accept any of the following gifts, benefits or hospitality:

- Anonymous Gifts – as defined in part X.X of this Policy.
- Bribes
- Unreasonable Hospitality – as defined in part X.X of this Policy
- Award Points - Councillors must not obtain any form of award points for personal use in connection with any Council related activity
- Bequests/Wills - Any bequests to Councillors resulting from their position with Council must be declined. An item that cannot be returned to the estate, must be donated to a

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registered charitable institution in the name of the donor

- Free or significantly reduced accommodation or travel
- Door prizes at events (paid for by Council) when attending in their role as a Councillor (e.g. mobile phones, iPads)

5.2.4 All offers from a current or prospective supplier, or any offer made during a procurement or tender process by a person or organization involved in the process.

7. Gifts

7.1 Token Gifts

A token gift is onea gift that is offered as a courtesy or is of inconsequential or trivial value of both the person making the offer and the person receiving it. To be considered a token gift it must be under the value of \$50.

If the combined total value of gifts offered in the past 12 months from the same individual or organisation exceeds \$50 then it becomes a non-token gift.

Any gift above \$50 is considered a non-token gift (see 7.2 below).

Whilst not encouraged Councillors may accept offers of Token gifts , benefits or hospitality if the acceptance will not create a conflict of interest (or perceived conflict of interest) or lead to reputational damage to Council.

All token gifts must be recorded in the Gift Register.

7.2 Accepting Gifts that are not TokenNon-Token Gifts

~~5.8~~ This section outlines the process for accepting, declining and recording gifts, benefits and hospitality that are not Token.

A non-token gift is onea gift offered with a value of more than \$50.

If a Councillor is offered a non-token gift, benefit or hospitality that is not Token and is not prohibited under any part of this Policy, before accepting it, the Councillor should politely decline it in the first instance.

~~5.9~~ Where a Councillor is not in a position to decline the offer of the gift (for example where declining the gift would cause embarrassment to the Council or Councillor, or where there is a legitimate business purpose in accepting the gift) the Councillor must: ~~must:~~

- a) (a) consider whether the offer could be perceived as influencing them, or could actually influence them in performing their duties, or lead to reputational damage to the office of Councillor or to the Council;
- b)(b) be aware that the more valuable the offer, the more likely that an actual, potential or perceived conflict of interest or reputational risk exists;
- e)(c) seek the prior written approval of the Mayor, or where the gift, benefit or hospitality is to be accepted by the Mayor, seek the prior written approval of the Chief Executive Officer; and
- d)(d) use the GIFT table below to help assess whether acceptance is appropriate.

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G	Giver	Who is providing the gift, benefit or hospitality and what is their relationship to me? Does my role require me to select contractors, award grants, regulate industries or determine policies? Could the person or organisation benefit from a decision I make?
I	Influence	Are they seeking to gain an advantage or influence my decisions or actions? Has the gift, benefit or hospitality been offered to me publicly or privately? Is it a courtesy or a token of appreciation or valuable non-token offer? Does its timing coincide with a decision I am about to make?
F	Favour	Are they seeking a favour in return for the gift, benefit or hospitality? Has the gift, benefit or hospitality been offered honestly? Has the person or organisation made several offers over the last 12 months? Would accepting it create an obligation to return a favour?
T	Trust	Would accepting the gift, benefit or hospitality diminish public trust? How would the public view acceptance of this gift, benefit or hospitality? What would my colleagues, family, friends or associates think?

5.77.3 Anonymous Gifts

~~5.10 — 7.3.1 As prescribed by it is an offence under section 137 of the Local Government Act 2020 Act for Councillors to accept, anonymous gifts, directly or indirectly, above the gift disclosure threshold, unless, it must not be accepted:~~

- ~~i. the Councillor knows of or is given the name and address of the person making the gift; and~~
- ~~ii. the Councillor reasonably believes that the name and address provided are true.~~

7.3.2 Section 137:

~~(1) Subject to subsection (2), a Councillor must not accept, directly or indirectly, a gift for the benefit of the Councillor the amount or value of which is equal to or exceeds the gift disclosure threshold unless—~~
~~(a) the name and address of the person making the gift are known to the Councillor; or~~
~~(b) at the time when the gift is made—~~
~~(i) the Councillor is given the name and address of the person making the gift; and~~
~~(ii) the Councillor reasonably believes that the name and address so given are the true name and address of the person making the gift.~~
~~Penalty: 60 penalty units.~~
~~(2) If the name and address of the person making the gift are not known to the Councillor for whose benefit the gift is intended, the Councillor is not in breach of subsection (1) if the Councillor disposes of the gift to the Council within 30 days of the gift being received.~~
~~(3) In addition to the penalty specified in subsection (1), a Councillor who is found guilty of a breach of that subsection must pay to the Council the amount or value of the gift accepted in contravention of that subsection.~~

~~If for any reason a Councillor finds themselves in possession of a gift without knowing the name and address of the person, the Councillor must report the anonymous gift to the Coordinator Council Business, and seek advice on its disposal, within 30 days to avoid committing an offence.~~

~~A Councillor who is found guilty of breaching section 137 of the Act must pay to the Council the amount or value of the gift accepted.~~

5.8 Attempts to Bribe

~~5.8 A Councillor who is offered a gift that they believe is an attempted bribe must refuse the offer and~~

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~~report the attempted bribe in accordance with Council's Fraud and Corruption Policy and Procedure.~~

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~~5.9 Accepting a gift offered with the expectation of preferential treatment may constitute a bribe and may lead to criminal prosecution.~~

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~~5.11.4 Ceremonial Gifts~~

~~5.12 (a) In this part, a Ceremonial gift means a gift offered by official delegates or representatives from another non-profit organisation, community organisation or local or international municipality, town or city.~~

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~~(b) Where non-acceptance of a Ceremonial gift may cause offence or embarrassment, the gift may be accepted on behalf of Council and becomes the property of Council.~~

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~~(c) A Gift Declaration Form must be completed with full details and entered on the Register. (e.g. International dignitaries giving gift to the Mayor to be kept on behalf of Council).~~

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~~(d) Ceremonial gifts may be given by Council or on behalf of Council.~~

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68 . Hospitality

68.1 Reasonable Hospitality

5.145.8 Councillors may only accept hospitality offered in connection with their role as a Councillor if it is Reasonable Hospitality, as defined in part 4.14 of this Policy.

5.9 In this Policy, Reasonable Hospitality is the hospitality offered or available to Councillors in which is:

5.145.9.1 offered to Councillors in their official capacity as Councillors or in connection with their role as Councillors, which:

- a) 5.9.2 is of a standard and type which a reasonable independent person would consider reasonable and not excessive;
- b) 5.9.3 does not give rise to a conflict of interest; and
- c) 5.9.4 is unlikely to harm the reputation of Council;
- d) is not unreasonable (as defined in part 4.16)

5.145.10 Examples of Reasonable Hospitality include:

- a) 5.10.1 Light refreshments offered at a professional development seminar paid for by Council;
- b) 5.10.2 Light refreshments offered at a State Government information session or meeting attended by Councillors.
- 5.10.3 Light refreshments offered at a community event where the Councillor is attending by invitation and on behalf of Council.

e) **68.2 Unreasonable Hospitality**

5.11 Offers of hospitality that are likely to influence a Councillor or be perceived to influence a Councillor in the course of their duties, or that raise an actual, perceived or potential conflict of interest must be declined and declared.

5.165.12 Hospitality will be considered unreasonable and must be declined by Councillors, if the hospitality includes Examples of Unreasonable Hospitality include:

- a) 5.12.1 'fine dining' working lunches at another organisation's premise that is not consistent with part 4.15 above;
- b) 5.12.2 tickets to, or attendance at sporting, musical or entertainment events, whether inside or outside the municipality (excluding local sporting and community events which do not require a ticket and have no entry fee);
- c) 5.12.3 hospitality paid for by a person or entity seeking an approval, permit, consent or other benefit or concession from Council.
- d) 5.12.4 contributions to the above.

Prohibited Gifts

5.17 Councillors must not accept any of the following gifts, benefits or hospitality:

- Anonymous Gifts as defined in part 4.10 of this Policy
- Unreasonable Hospitality as defined in part 4.16 of this Policy
- Award Points Councillors must not obtain any form of award points for personal use in connection with any Council related activity
- Bequests/Wills Any bequests to Councillors resulting from their position with Council must be declined. An item that cannot be returned to the estate, must be donated to a registered charitable institution in the name of the donor
- Free or significantly reduced accommodation or travel
- Door prizes at events (paid for by Council) when attending in their role as a Councillor (e.g. mobile phones, iPads)

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~~All offers from an individual or organisation currently providing a service to Council or prospective supplier where a tender or procurement process is being advertised, undertaken or is likely to be undertaken~~

~~5.18 Accepting a gift benefit or hospitality in breach of this Policy may constitute a misuse of a Councillor's position in breach of section 123 of the Local Government Act 2020. (with a possible penalty of 600 penalty units or imprisonment for five years).~~

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8. Attempts to Bribe

8.1 A Councillor who is offered a gift that they believe is an attempted bribe must refuse the offer and report the attempted bribe in accordance with Council's Fraud and Corruption Policy and Procedure.

8.2 Accepting a gift offered with the expectation of preferential treatment may constitute a bribe and may lead to criminal prosecution.

7. Conflicts of Interest~~Accepting a gift offered with the expectation of preferential treatment may constitute a bribe and may lead to criminal prosecution.~~

7.1 Councillors should be mindful that any gift, benefit or hospitality they declare (over a five-year period) for the purpose of Council's Gift, Benefit and Hospitality Register could give rise to an actual, potential or perceived conflict of interest.

7.2 A Councillor who has a conflict of interest as a result of receiving a gift or gifts from a person or organisation must disclose the conflict of interest in accordance with the procedures outlined in the Governance Rules.

7.3 Councillors should be aware that any gift, benefit or hospitality in the amount of \$500 or more received from one source over a five year period will give rise to a conflict of interest.

8. Soliciting of Gifts

~~5.19 Councillors must not seek or solicit gifts, benefits and/or hospitality for themselves, or others as it may constitute a misuse of their position under the Local Government Act 2020.~~

Token Gifts

~~5.20 Councillors may accept Token gifts, benefits or hospitality if the acceptance will not create a conflict of interest or lead to reputational damage to Council.~~

Bribe

~~5.21 Councillors should report suspected bribes in accordance with the Fraud and Corruption Policy and Procedure.~~

Maintenance of a Gift Register

~~5.22~~5.23 3 Where indicated in this Policy, Councillors must complete a Gift Declaration Form and provide it to Council's Coordinator Councillor Business or the Councillor Business Officer for inclusion in the Gift Register.

~~5.23~~5.24 3 4 Gift Declaration Forms must be submitted within two weeks of an offer or gift being made or received and must be completed whether accepted or declined.

~~5.24~~5.25 In accordance with Council's Public Transparency Policy, the Gift Register will be available on Council's website.

~~5.25~~5.26 3 6 ~~Subject to clause 4.27 of this Policy, t~~The Gift Declaration Form and the Gift Register will, at a minimum, include:

- (a) a description of the gift, benefit or hospitality;
- (b) the monetary value of the gift, benefit or hospitality;
- (c) the name of the person who gave or offered the gift, benefit or hospitality;
- (d) if the gift, benefit or hospitality was given or offered on behalf of another person or body, the name of the other person or body;
- (e) the date the gift, benefit or hospitality was offered or received;
- (f) the name of the intended recipient of the gift, benefit or hospitality;
- (g) whether the gift was accepted or declined or what was done with the gift (e.g. anonymous gift).

~~5.26~~5.27 3 7 The Co-ordinator Councillor Business may determine that certain information is confidential

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and protect that information from public disclosure on the basis of legal advice or if required by law.

6.9. HUMAN RIGHTS CHARTER COMPATIBILITY LEGISLATIVE COMPLIANCE

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

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In line with the *Gender Equality Act 2020* (Vic), a Gender Impact Assessment is not required for this policy.

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7.10. ASSOCIATED COUNCIL INTERNAL DOCUMENTS

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Councillor Code of Conduct Model Councillor Code of Conduct

Public Transparency Policy
Fraud and Corruption Policy

8.11. EXTERNAL REFERENCES/RESOURCES

IBAC Local Government Integrity Frameworks Review (2019)

Local Government Act 2020
Local Government (Governance and Integrity) Regulations 2020
Charter of Human Rights and Responsibilities Act 2006 (Vic)
Local Government Victoria - Conflict of Interest Guides

The Victorian Public Sector Commission - Gifts, benefits and hospitality resource suite

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[IBAC Local Government Integrity Frameworks Review \(2019\)](#)

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GLEN EIRA
CITY COUNCIL

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

GLEN EIRA CITY COUNCIL

Councillor Gift Policy

Date first adopted: 6 April 2021

Date last amended: XXXX 2026

Next review date: XXXX 2030

Policy Owner: Manager Legal, Risk and Governance

Approved by: Council

Policy Category: Category I Policy – Mandatory Council Policy

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1. TITLE

Councillor Gift Policy

2. OBJECTIVES

The objectives of the policy are to:

- a) provide guidance and transparency on the acceptance and declaration of any gifts or benefits offered to or received by Councillors;
- b) maintain high levels of integrity and public trust by avoiding potential, actual and perceived conflicts of interest, and reducing opportunities for fraud and corruption; and
- c) ensure compliance with section 138 of the *Local Government Act 2020* by maintaining a gift register and any other matters prescribed by the regulations under the *Local Government (Governance and Integrity) Regulations 2020*.

3. SCOPE

- 3.1. This Policy applies to any gifts, benefits or hospitality offered or made to Councillors in connection with their role as a Councillor.
- 3.2. This policy does not apply to:
 - (a) election campaign donations which are made in accordance with Division 10 of the Act.
 - (b) gifts Councillors receive from Council (e.g. a Mayoral album presented at the end of a Mayoral term).
 - (c) a souvenir Councillors receive from a person or company given at an event or conference for which a fee was paid to attend (e.g. pens, mugs, keyrings etc.)
 - (d) attendance at public events that are free of charge to attend.
 - (e) attendance at events where the Council or Councilor has funded their attendance.
 - (f) attendance at events where the Councillor is engaged to present or facilitate and their reasonable expenses in attending in that capacity are covered by the event organiser.

4. DEFINITIONS

Term	Meaning
Act	The <i>Local Government Act 2020</i> .
Anonymous Gifts	A gift given to a Councillor by a person whose name and address are unknown to them.
Benefit	Benefits can take many forms and are often non-tangible but can be used to influence behaviour due to their real or perceived value to the Councillor. Includes preferential treatment, privileged access, or other advantage offered to an individual, such as access to discounts, fast-tracked approval processes, loyalty programs and invitations to sporting, cultural or social events.
Bribe	An offer of money, items that can be converted into money, or other inducement made with the intention to corruptly influence a Councillor, officer or Council contractor in the

Term	Meaning
	performance of their duties. Bribery or attempted bribery of a public official is a criminal offence.
Conflict of Interest	<p>Any:</p> <ul style="list-style-type: none"> • general conflict of interest within the meaning of section 127 of the Act; or • material conflict of interest within the meaning of section 128 of the Act. <p>A conflict of interest may be:</p> <ul style="list-style-type: none"> • Actual: There is a real conflict between a Councillor's public duties and private interests. • Potential: A Councillor has private interests that could conflict with their public duties. This refers to circumstances where it is foreseeable that a conflict may arise in future and steps should be taken now to mitigate that future risk. • Perceived: The public or a third party could reasonably form the view that a Councillor's private interests could improperly influence their decisions or actions, now or in the future.
Gift	<p>As defined in section 3 of the Act:</p> <ul style="list-style-type: none"> • any disposition of property otherwise than by will, made by a person or entity to another person without consideration in money or money's worth or with inadequate consideration, including – <ul style="list-style-type: none"> (a) the provision of a service (other than volunteer labour); and (b) the payment of an amount in respect of a guarantee; and (c) the making of a payment or contribution at a fundraising function.
Gift declaration form	The Council form to be completed by Councillors to declare gifts, benefits and hospitality and which is available from Councillor Business and the Councillor Portal.
Gift disclosure threshold	\$500 or a higher amount or value prescribed by the <i>Local Government (Governance and Integrity) Regulations 2020</i> .
Gift Register	A register maintained by Councillor Business which records details prescribed by the Act and regulations of Gifts, benefits and hospitality offered to or received by Councillors.
Hospitality	The provision or sponsorship of travel, accommodation, meals or entertainment or the hosting, reception or

Term	Meaning
	entertainment of guests, but does not include: <ul style="list-style-type: none"> • training, learning and development activities; • externally hosted business meetings, site visits or community events which are not for networking purposes; • travel accommodation, meals or entertainment which is paid for by Council or by the person receiving the hospitality; or • modest refreshments which are incidental to business meetings, training, learning and development activities or community events.
Legitimate business purpose	A purpose which furthers the conduct of Council's official business, or promotes and supports Council's goals, policy objectives and priorities, and may include: <ul style="list-style-type: none"> • expressing goodwill for official or ceremonial purposes; • commemorating a significant occasion; • facilitating the development of business relationships; • furthering Council's business outcomes; • contributing to staff development and wellbeing and workplace satisfaction; and/or • celebrating Council's achievements.
Token Gift	A gift, benefit or hospitality with a value up to and including \$50 that is unlikely to influence or be reasonably perceived as influencing the decision-making of a Councillor (as perceived by a reasonable person). If the combined total value of token gift offers in the past 12 months from the same individual or organisation exceeds \$50 then it becomes a non-token gift.

5. POLICY

5.1. Minimum commitments

Councillors commit to:

- 5.1.1. Complying with all legislative and Council policy obligations in relation to gifts, benefits and hospitality.
- 5.1.2. Not soliciting, demanding, or requesting gifts or any personal benefit for themselves or another person by virtue of their position as a Councillor.
- 5.1.3. Not accepting gifts, benefits or hospitality that are given with the expectation of favourable treatment, or the perception of favourable treatment.
- 5.1.4. Not accepting gifts, benefits or hospitality that are likely to influence,

or be perceived to influence, the Councillor or that give rise to a conflict of interest or perceived conflict of interest.

5.2. Prohibited Gifts, benefits and hospitality

Councillors must not accept any of the following:

- (a) Anonymous Gifts
- (b) Bribes
- (c) Unreasonable Hospitality
- (d) Award Points - Councillors must not obtain any form of award points for personal use in connection with any Council related activity
- (e) Bequests/Wills - Any bequests to Councillors resulting from their position with Council must be declined. An item that cannot be returned to the estate, must be donated to a registered charitable institution in the name of the donor
- (f) Free or significantly reduced accommodation or travel
- (g) Door prizes at events (paid for by Council) when attending in their role as a Councillor (e.g. mobile phones, iPads)
- (h) All offers from a current or prospective supplier, or any offer made during a procurement or tender process by a person or organization involved in the process

GIFTS

5.3. Token Gifts

- 5.3.1. A token gift is a gift that is offered as a courtesy or is of inconsequential or trivial value of both the person making the offer and the person receiving it.
- 5.3.2. To be considered a token gift, it must be under the value of \$50.
- 5.3.3. If the combined total value of gifts offered in the past 12 months from the same individual or organisation exceeds \$50 then it becomes a non-token gift.
- 5.3.4. Any gift above \$50 is considered a non-token gift (see 5.4 below).
- 5.3.5. Whilst not encouraged, Councillors may accept offers of Token gifts if the acceptance will not create a conflict of interest (or perceived conflict of interest) or lead to reputational damage to Council.
- 5.3.6. All token gifts must be recorded in the Gift Register.

5.4. Non-Token Gifts

- 5.4.1. A non-token gift is a gift offered with a value of more than \$50.
- 5.4.2. If a Councillor is offered a non-token gift, the Councillor should politely decline it in the first instance.
- 5.4.3. Where a Councillor is not in a position to decline the offer of the gift (for example where declining the gift would cause embarrassment to the Council or Councillor, or where there is a legitimate business purpose in accepting the gift) the Councillor must:
 - (a) consider whether the offer could be perceived as influencing them, or could actually influence them in performing their duties, or lead to reputational damage to the office of Councillor or to the Council;

- (b) be aware that the more valuable the offer, the more likely that an actual, potential or perceived conflict of interest or reputational risk exists;
- (c) seek the prior written approval of the Chief Executive Officer; and
- (d) use the GIFT table below to help assess whether acceptance is appropriate.

G	Giver	<p>Who is providing the gift, benefit or hospitality and what is their relationship to me?</p> <p>Does my role require me to select contractors, award grants, regulate industries or determine policies? Could the person or organisation benefit from a decision I make?</p>
I	Influence	<p>Are they seeking to gain an advantage or influence my decisions or actions?</p> <p>Has the gift, benefit or hospitality been offered to me publicly or privately? Is it a courtesy or a token of appreciation or valuable non-token offer? Does its timing coincide with a decision I am about to make?</p>
F	Favour	<p>Are they seeking a favour in return for the gift, benefit or hospitality?</p> <p>Has the gift, benefit or hospitality been offered honestly? Has the person or organisation made several offers over the last 12 months? Would accepting it create an obligation to return a favour?</p>
T	Trust	<p>Would accepting the gift, benefit or hospitality diminish public trust?</p> <p>How would the public view acceptance of this gift, benefit or hospitality? What would my colleagues, family, friends or associates think?</p>

5.5. Anonymous Gifts

- 5.5.1. It is an offence under section 137 of the Act for Councillors to accept anonymous gifts, directly or indirectly, above the gift disclosure threshold, unless:
 - (a) the Councillor knows of or is given the name and address of the person making the gift; and
 - (b) the Councillor reasonably believes that the name and address provided are true.
- 5.5.2. If, for any reason, a Councillor finds themselves in possession of a gift without knowing the name and address of the person, the Councillor must report the anonymous gift to the Coordinator Council Business and seek advice on its disposal within 30 days to avoid committing an offence.

5.6. Ceremonial Gifts

- 5.6.1. A ceremonial gift means a gift offered by official delegates or representatives from another non-profit organisation, community organisation or local or international municipality, town or city.
- 5.6.2. Where non-acceptance of a Ceremonial gift may cause offence or embarrassment, the gift may be accepted on behalf of Council and becomes the property of Council.

5.6.3. A Gift Declaration Form must be completed with full details and entered on the Register

5.6.4. Ceremonial gifts may be given by Council or on behalf of Council.

HOSPITALITY

5.7. Reasonable Hospitality

5.7.1. Councillors may only accept hospitality offered in connection with their role as a Councillor if it is Reasonable Hospitality.

5.7.2. Reasonable Hospitality is hospitality which is:

- (a) offered to Councillors in their official capacity or in connection with their role as Councillors;
- (b) is of a standard and type which a reasonable independent person would consider reasonable and not excessive;
- (c) does not give rise to a conflict of interest; and
- (d) is unlikely to harm the reputation of Council.

5.7.3. Examples of Reasonable Hospitality include:

- (a) Light refreshments offered at a professional development seminar paid for by Council;
- (b) Light refreshments offered at a State Government information session or meeting attended by Councillors; or
- (c) Light refreshments offered at a community event where the Councillor is attending by invitation and on behalf of Council.

5.8. Unreasonable Hospitality

5.8.1. Offers of hospitality that are likely to influence a Councillor or be perceived to influence a Councillor in the course of their duties, or that raise an actual, perceived or potential conflict of interest must be declined and declared.

5.8.2. Examples of Unreasonable Hospitality include:

- (a) 'fine dining' working lunches at another organisation's premise;
- (b) tickets to, or attendance at sporting, musical or entertainment events, whether inside or outside the municipality (excluding local sporting and community events which do not require a ticket and have no entry fee);
- (c) hospitality paid for by a person or entity seeking an approval, permit, consent or other benefit or concession from Council; or
- (d) contributions to the above.

5.9. Attempts to Bribe

5.9.1. A Councillor who is offered a gift that they believe is an attempted bribe must refuse the offer and report the attempted bribe in accordance with Council's Fraud and Corruption Policy and Procedure.

5.9.2. Accepting a gift offered with the expectation of preferential treatment may constitute a bribe and may lead to criminal prosecution.

5.10. Conflicts of Interest

- 5.10.1.** Councillors should be mindful that any gift, benefit or hospitality they declare (over a five-year period) for the purpose of Council's Gift, Benefit and Hospitality Register could give rise to an actual, potential or perceived conflict of interest.
- 5.10.2.** A Councillor who has a conflict of interest as a result of receiving a gift or gifts from a person or organisation must disclose the conflict of interest in accordance with the procedures outlined in the Governance Rules.
- 5.10.3.** Councillors should be aware that any gift, benefit or hospitality in the amount of \$500 or more received from one source over a five-year period will give rise to a conflict of interest.

5.11. Gift Register

- 5.11.1.** Where indicated in this Policy, Councillors must complete a Gift Declaration Form and provide it to Council's Coordinator Councillor Business or the Councillor Business Officer for inclusion in the Gift Register.
- 5.11.2.** Gift Declaration Forms must be submitted within two weeks of an offer or gift being made or received and must be completed whether accepted or declined.
- 5.11.3.** In accordance with Council's Public Transparency Policy, the Gift Register will be available on Council's website.
- 5.11.4.** The Gift Declaration Form and the Gift Register will, at a minimum, include:
 - (a) a description of the gift, benefit or hospitality;
 - (b) the monetary value of the gift, benefit or hospitality;
 - (c) the name of the person who gave or offered the gift, benefit or hospitality;
 - (d) if the gift, benefit or hospitality was given or offered on behalf of another person or body, the name of the other person or body;
 - (e) the date the gift, benefit or hospitality was offered or received;
 - (f) the name of the intended recipient of the gift, benefit or hospitality;
 - (g) whether the gift was accepted or declined or what was done with the gift (e.g. anonymous gift).
- 5.11.5.** The Coordinator Councillor Business may determine that certain information is confidential and protect that information from public disclosure on the basis of legal advice or if required by law.

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 DOCUMENTS

Model Councillor Code of Conduct

Public Transparency Policy

Fraud and Corruption Policy

8. EXTERNAL REFERENCES/RESOURCES

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GLEN EIRA
CITY COUNCIL

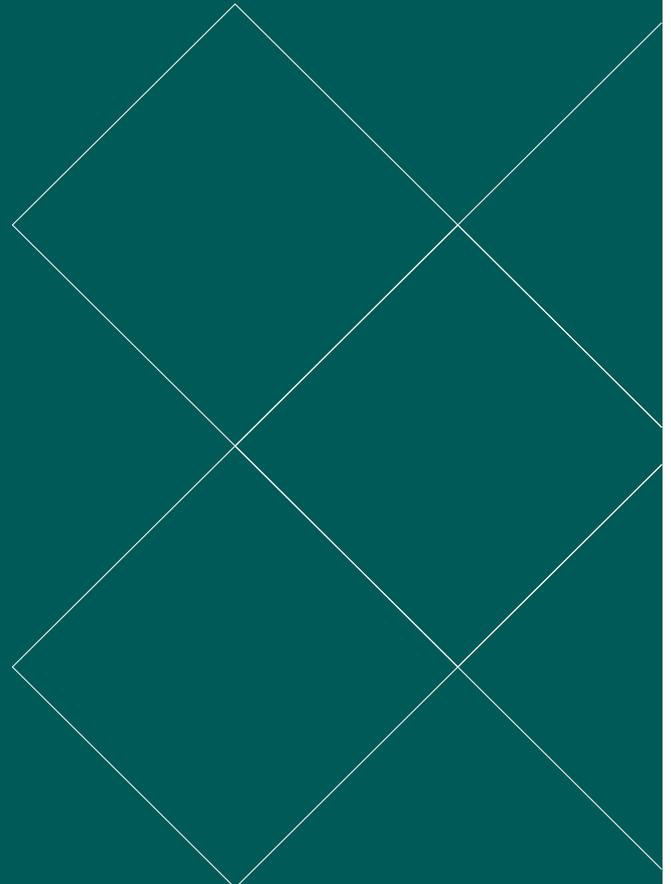
Glen Eira City Council

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Phone: (03) 9524 3333

mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au



11. URGENT BUSINESS

12. ORDINARY BUSINESS

12.1 Requests for reports from a member of Council staff

12.2 Right of reply

12.3 Notice of Motion / Notice of Rescission

12.4 Councillor questions

13. CONFIDENTIAL ITEMS

Nil

14. CLOSURE OF MEETING