



# **GLEN EIRA CITY COUNCIL**

## **ORDINARY COUNCIL MEETING**

**MONDAY 30 JUNE 2025**

### **AGENDA**

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

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

- S8(1) Local Government Act 2020

**Councillors:**

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

**Chief Executive Officer:** Rebecca McKenzie





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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 Tuesday 1 July 2025 at 7.30pm.

**4. PUBLIC PARTICIPATION**

**5. WRITTEN PUBLIC QUESTIONS TO COUNCIL**

**6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS**

Copies of Minutes previously circulated.

**RECOMMENDATION**

That the minutes of the Ordinary Council Meeting held on 10 June 2025 be confirmed.

**7. RECEPTION AND READING OF PETITIONS AND JOINT LETTERS**

**8. REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS****8.1 DELEGATE REPORT - COUNCILLOR KAY RIMBALDO - AUDIT AND RISK COMMITTEE**

**Author:** Karling Colomiere, Coordinator Councillor Business

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

**Trim No:** 25/1268433

**Attachments:** Nil

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**COUNCILLOR**

Councillor Kay Rimbaldo

**MEETING TITLE / DATE**

Audit and Risk Committee Meeting – 30 May 2025

**DELEGATE REPORT SUMMARY**

At the Audit and Risk Committee meeting held on 30 May 2025, the Committee engaged in a robust and wide-ranging discussion across several key areas. This included a review of Council's risk management framework and action plan, incorporating Council's risk appetite and strategic risks.

A focused discussion was held on the risks associated with the Community Wellbeing directorate and the Libraries, Arts and Culture business unit. The draft Internal Audit Plan for 2025–26 was presented, outlining the priority areas for the upcoming audit cycle. The Committee also considered recommendations arising from internal audits, which covered IT cyber security, Council's telephony project, and immunisation practices.

As the end of the financial year approached, the Committee turned its attention to year-end matters for the 2024–25 accounts. This included early planning and coordination efforts to ensure a smooth and timely financial close.

The May meeting also marked the final Audit and Risk Committee meeting for our CEO Rebecca McKenzie. The Mayor expressed appreciation for her leadership, outstanding service and contributions to the Committee. These sentiments were warmly echoed by the Chairperson, who commended Rebecca McKenzie for her exemplary service and praised Glen Eira Council as one of the most effective and respected in the sector.

I would like to take the opportunity to formally acknowledge and thank Council's management team for their continued excellence in supporting the Committee's work. The reports presented are consistently of a high standard—clear, comprehensive, and well-structured. This level of quality not only facilitated informed decision-making but also reflected the professionalism and diligence of the officers involved.

**8.2 DELEGATE REPORT - COUNCILLOR LI ZHANG - MUNICIPAL ASSOCIATION OF VICTORIA, BOARD MEETING**

**Author:** *Karling Colomiere, Coordinator Councillor Business*

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

**Trim No:** *25/1268473*

**Attachments:** *Nil*

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**COUNCILLOR**

Councillor Li Zhang

**MEETING TITLE / DATE**

Municipal Association of Victoria, Board Meeting – 13 June 2025

**DELEGATE REPORT SUMMARY**

As the Inner Metropolitan South East Region representative, I attended the MAV Board meeting in June. A major focus of the meeting was reflecting on the recent State Council held on 16 May and exploring ways to strengthen its processes in the future.

We discussed the need to close off outstanding motions from State Councils prior to 2024. Councils will soon receive correspondence outlining this process. The aim is to provide clarity and enable future State Councils to focus on current priorities. It will also help ensure that members can clearly track how MAV responds to and progresses each motion.

We also had an in-depth discussion on the Emergency Services Volunteer Fund. Although the legislation has now passed, MAV remains committed to working with councils and the State Government to seek the best possible outcomes for councils and the communities they serve.

MAV is reformatting regional meetings to further strengthen engagement. Each region will hold a separate regional meeting in July. I will be hosting our Inner Metropolitan South East Regional Meeting on 16 July at the MAV head office. These meetings will provide an opportunity to discuss local priorities and prepare for the next State Council.

The Board also endorsed appointments to various MAV advisory panels. These panels will play a key role in providing strategic advice. Finally, we reviewed a report on the financial sustainability of smaller, mainly rural councils—an important piece of work that will underpin future advocacy to state and federal governments.

**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:** *25/1196072*

**Attachments:** 1. *Elsternwick Club Advisory Committee Minutes - 26 May 2025* [↓](#)

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**RECOMMENDATION**

That the minutes of the Advisory Committee meeting as shown below be received and noted.

1. Elsternwick Club Advisory Committee Minutes – 26 May 2025

OFFICIAL: Sensitive



**GLEN EIRA  
ELSTERNWICK CLUB  
ADVISORY COMMITTEE MEETING**

## **MINUTES**

The Elsternwick Club Advisory Committee meeting commenced at 6:05pm.

**Monday 26 May 2025  
6:00pm-7:30pm**

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

**Present:**

<i>Councillors:</i>	Cr Simone Zmood (Chair)	Councillor committee member
	Cr Sam Parasol	Councillor committee member
	Cr Margaret Esakoff	Councillor committee member

*Community*

<i>Representatives:</i>	Heather Mallinson	Community committee member
	Danielle Hersz	Community committee member
	Desiree Lucchese	Community committee member
	Janice Iloni	Community committee member
	Rosemary Cho	Community committee member
	Sue Pennicuik	Community committee member
	Theodore Della Bosca	Community committee member
	Tim Ryder	Community committee member
	Valentine Gnanakone	Community committee member

<i>Council Officers:</i>	Rosa Zouzoulas	Director Planning and Place
	Matthew Barbetta	Coordinator Open Space
	Matt Slavin	Manager City Futures
	Alex Leamy	Manager Public Affairs
	Freya Keam	Community Engagement Advisor
	Bianca Sharpe	Executive Management Officer



**OFFICIAL: Sensitive****1. Introduction**

Cr Simone Zmood (Chair) and Rosa Zouzoulas

Cr Zmood welcomed the Committee and acknowledged Traditional Owners and Custodians.

Rosa welcomed the Committee and introduced the project stating that this is a significant project and opportunity to create something new and something rare for Elsternwick. It reflects Council's goal to increase open space, and we welcome the committees' views and encourage the diversity of ideas.

Noted apologies:

Andrew Robert - Community committee member

**2. Conflicts of Interest Declaration**

Cr Simone Zmood (Chair)

Nil.

**3. Ice breaker activity**

Engagement Team

Committee members participated in an activity that helped them get to know each other and engage with one another.

**4. Items for Discussion:****4.1 Role of the Advisory Committee**

Engagement Team

All the members applied as members of the community. There is a three-year period and opportunity to provide advice to Council about the site.

Freya presented the three roles committee members will have over the project which include:

- community advocate
- community ambassador
- community think tank.

Noting that members are representing their neighbours, friends, and the broader community and it is important that we have a diverse team with different views and perspectives and members advocate for their communities.

At the Committee's next meeting, we will be reviewing the community's feedback to identify the reflections, aspirations and ideas emerging, how these will help shape the project, to bring the community's vision to life.

**4.2 Governance**

Cr Simone Zmood (Chair) and Rosa Zouzoulas

- Terms of Reference
- Meeting Schedule 2025

Rosa and Alex advised that there are many ways in which Council engages with the community and this Committee will make recommendations to Council. This Committee is the first for Council that is linked to a long-term project and will influence the project for the betterment of the community. The Terms of Reference is there to outline the purpose, scope, and expectations of the committee and project.

The meeting schedule was presented to the Committee as well as the key milestones at each

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meeting for 2025. The Committee noted the dates. Some Committee members identified dates they would not be able to attend. Action for Committee members to notify the Secretary (Bianca Sharpe) of unavailability. The secretary will send calendar invites for the upcoming meetings which will try and accommodate member availability.

**4.3 Project Overview**

City Futures

- Introduction to the project objectives, progress to date and timeframe.
- Negotiables and non-negotiables.

Matt Barbetta presented to the Committee accompanied by a presentation. The overview consists of the following:

- Purpose – the reason behind it all. This is the 20th property acquired by Council. The site is a gap area, and it was identified that there is a need for networks, parks, and open space.
- Objectives – endorsed landscape concept plan, quantifying costs, tenants/building use, funding and advocacy.
- Project scope – what's in: accessible public open space, preserving the heritage building, environmental sustainability. What's out: commercial redevelopment of building outside heritage, onsite car parking, exclusive use areas that restrict access to open space.

It was noted that the project's design seeks to respond to current and likely future communities based on population forecasts. To assist the committee members, the Secretary will circulate relevant Council plans and strategies associated with the Elsternwick Club site, noting which are confidential.

**5. General Business**

Cr Simone Zmood (Chair)

Committee members asked about the building use for the site. Council officers confirmed that this will be part of the next meeting where the engagement results will be presented.

**6. Next meeting** Wednesday 18 June 2025 6:00pm**7. Closure of Meeting**

The meeting closed at 7:24pm.

Minutes to be confirmed at the next Ordinary Council Meeting.

**Action summary from this meeting**

<b>Title/Item</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Active/Closed</b>
<b>Meeting Schedule</b>	Secretary to liaise with committee members on their availability and send final calendar invites.	Bianca Sharpe	Active
<b>Project Overview</b>	Secretary to circulate relevant plans and strategies to	Bianca Sharpe	Active

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	committee members noting which are confidential.		
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**9.2 Records of Assembly****9.2.1 RECORDS OF ASSEMBLIES**

**Author:** *Karling Colomiere, Coordinator Councillor Business*

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

**Trim No:** *25/1217329*

**Attachments:** 1. *27 May 2025 Record of Assembly* [↓](#)  
2. *3 June 2025 Record of Assembly* [↓](#)  
3. *10 June 2025 Record of Pre-meeting* [↓](#)  
4. *11 June 2025 Record of Assembly* [↓](#)

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**RECOMMENDATION**

That Council notes the Records of Assemblies for:

1. 27 May 2025 Assembly;
2. 3 June 2025 Assembly;
3. 10 June 2025 Pre-meeting; and
4. 11 June 2025 Assembly.

**Assembly of Councillors****27 May 2025***Meeting commenced 7.01pm*

<b>Councillors Present:</b> Mayor Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karslake Cr Sam Parasol Cr Luca Ragni Cr Kay Rimbaldo Cr Kimberley Young (online) Cr Li Zhang	<b>Officers Present:</b> Rebecca McKenzie (CEO) Niall McDonagh Rosa Zouzoulas Jane Price Kellie Vise John Vastianos Diana Vaynrib Karling Colomiere Alexandra Fry Matt Slavin Sue Monagle Erica Fox Jessica Wingad Jarrod Knight
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1. Acknowledgement
2. Apologies
  - Nil
3. Conflicts of Interest
  - Nil
4. 2025-2029 State Government Planning Reforms – Update

*7.19pm – Cr Kimberley Young vacated the hybrid meeting.*

*7.23pm – Cr Kimberley Young rejoined the hybrid meeting.*

5. Draft 10 June 2025 Ordinary Council Meeting Agenda Review
  - Canopy Tree Protection Local Law Decisions

*8.13pm – Cr Kimberley Young vacated the hybrid meeting.*

- Reports by Delegates Appointed by Council to Various Organisations
- Draft 2025-2026 Budget and Draft Revenue and Rating Plan 2025-2029 Community Engagement Report.
- Heritage work Program Update 2025
- Discontinuance and Sale of Road Abutting 1A Florence Street, Ormond
- Council Delegations to Staff Under Various Legislation
- Tender 2024.45B Provision of Waste Services and Circular Economy Services - Stage 2
- Glen Eira Leisure Advisory Committee – Appointment of Members

6. Alignment on Opportunistic Advocacy

## 7. General Business

- Director Planning and Place – City of Stonnington pound services
- Director Community Wellbeing – Maternal and Child Health funding
- Cr Parasol – Caulfield Park upgrade
- Cr Daniel - Peppercorn leases
- Cr Karslake
  - o Sub-station near Neerim Road
  - o Caulfield Racecourse Reserve Trust – Community Panel
- Cr Ragni – Nature strip tree works
- Director Sustainability, Assets and Leisure – Legacy nature strip gardens
- Director Customer and Corporate Affairs – Induction program feedback
- Chief Executive Officer – Assembly meeting schedule
- Cr Zmood – Anniversary of the Hiroshima & Nagasaki Atomic Bombing

## 8. Councillor / CEO Only time

- Meeting debrief
- Community Safety Committee
- CEO appointment announcement and transition arrangements

**Assembly concluded at 10:10pm**

**Assembly of Councillors****3 June 2025***Meeting commenced 6.52pm*

<b>Councillors Present:</b> Mayor Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karslake Cr Sam Parasol Cr Luca Ragni Cr Kay Rimbaldo Cr Li Zhang	<b>Officers Present:</b> Rebecca McKenzie (CEO) Niall McDonagh Rosa Zouzoulas Jane Price (online) Kellie Vise John Vastianos Diana Vaynrib Karling Colomiere Alexandra Fry Jessica Wingad Jessica van der Werff Bruce Paton Lauren Richardson Kristian Cook Andrea Pogue Aglaia Nikas Lisa Hill
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1. Acknowledgement
2. Apologies – Cr Young
3. Conflicts of Interest - Nil
4. Biodiversity and Climate Update
5. Townhouse and Low-Rise Code (new Rescode)
6. Capital Works Plan Update

*8.18pm Cr Zhang left the Assembly**8.23pm Cr Zhang returned to the Assembly*

7. Further draft of Strategic Directions, Objectives and Priorities and early draft 2025-29
8. Pre-OCM Check In
  - 10.2: Canopy Tree Protection Local Law Permit Decision Review, 5 Tucker Road, Bentleigh
  - 10.4: Canopy Tree Protection Local Law Permit Decision Review, Unit 1, 5 David Street East Bentleigh
  - 10.5: Canopy Tree Protection Local Law Permit Decision Review, 34 Station Place, Glenhuntly
  - 10.9: Canopy Tree Protection Local Law Permit Decision Review, 18 Doris Street, Murrumbeena
  - 10.1: Canopy Tree Protection Local Law Permit Decision Review, 4 Corolla Avenue, East Bentleigh

- 10.10: Draft 2025-2026 Budget and Draft Revenue and Rating Plan 2025-2029 Community Engagement Report.

9. General Business

- Chief Financial Officer
  - o Key Management Personnel (KMP) forms
  - o Emergency Services and Volunteers Fund (ESVF) levy
- Cr Parasol
  - o Missed bin collections
  - o Community engagements
- Cr Karlake
  - o Ripponlea programs
  - o Storytelling festival program
  - o Planting near Murrumbeena Station
  - o Land on Queens Avenue
- Cr Rimbaldo - All abilities access cricket pitch
- Director Customer and Corporate Affairs
  - o Glen Eira City Council election 2024 – AEC report

10. Councillor / CEO Only time (Cr Rimbaldo)

- Meeting debrief
- CEO transition
- Cr induction and training
- Glenhuntly Activity Centre

**Assembly concluded at 10:04pm**



**OFFICIAL****OCM Pre-Meeting  
Tuesday 10 June 2025****Pre-meeting commenced at 6.47pm**

<b>Councillors Present:</b> Cr Simone Zmood (Mayor) Cr Arabella Daniel Cr Margaret Esakoff (online) Cr Jane Karslake Cr Sam Parasol Cr Kay Rimbaldo Cr Kimberley Young (online) Cr Li Zhang	<b>Officers Present:</b> Rebecca McKenzie (CEO) Rosa Zouzoulas Niall McDonagh Kellie Vise Jane Price Karling Colomiere Alexandra Fry
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**Matters discussed:****1. Acknowledgement****2. Apologies**

- Cr Ragni

**3. Conflicts of Interest**

- Nil

*6.47pm Cr Kimberley Young joined the pre-meeting online***4. Procedural Motions****5. Item 10.4 - Canopy Tree Protection Local Law Permit Decision Review, Unit 1, 5 David Street East Bentleigh***6.54pm Cr Karslake entered pre-meeting**6.54pm Cr Karslake left pre-meeting**6.55pm Cr Karslake entered pre-meeting***6. Item 10.6 - Canopy Tree Protection Local Law Permit Decision Review, 62 Ulupna Road, Ormond****7. General Business:**

- Councillor Business Officer – Public Questions
- Cr Rimbaldo – Audit and Risk Committee meeting
- Cr Karslake - Australian Local Government Association (ALGA) elections
- Chief Executive Officer – recent and upcoming meetings with State MPs
- Cr Daniel – 2025/26 Budget
- Cr Parasol – Street sweeping

*7.15pm Cr Young left the pre-meeting*

- Director Community Wellbeing - St Kilda Police & Citizens Youth Club update
- Cr Daniel – Item 10.11 Heritage Work Program Update 2025

**Pre-meeting concluded at 7:20pm**

**Assembly of Councillors****Online Meeting**

11 June 2025

**Assembly commenced online at 5.30pm**

<b>Councillors Present:</b> Mayor Cr Simone Zmood Cr Arabella Daniel Cr Jane Karlake Cr Kay Rimbaldo Cr Kimberley Young Cr Li Zhang	<b>Officers Present:</b> Rebecca McKenzie (CEO) Niall McDonagh Jane Price Kellie Vise Rosa Zouzoulas John Vastianos Karen Oh
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## 1. Conflicts of Interest

Nil

## 2. Final budget briefing

**Assembly concluded at 6:15pm**

**10. OFFICER REPORTS (AS LISTED)****10.1 BUDGET 2025–2026 AND REVENUE AND RATING PLAN 2025–2029**

**Author:** John Vastianos, Chief Financial Officer

**Director:** Rebecca McKenzie, Chief Executive Officer

**Trim No:** 25/1154589

**Attachments:** 1. Draft Budget 2025-2026 [↓](#)  
2. Draft Revenue and Rating Plan 2025-2029 [↓](#)

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**EXECUTIVE SUMMARY**

Council provides a wide range of services and facilities for our community, all contributing to ensuring this is a healthy, well-connected, and liveable place for all.

At Glen Eira City Council, we deliver more than 120 highly valued services which all help to build a connected and inclusive community. Our aim is to maintain these services to the standards expected by our community however our financial sustainability continues to be a focus due to external pressures of rising costs while operating in a rate capping environment. This means that the costs of our services are rising with less income to fund them.

In this Budget, the Council remains committed to tackling these challenges. We prioritise the responsible use of ratepayer funds and seek opportunities to generate additional income, all of which will be reinvested into enhancing and maintaining our community services, infrastructure, and facilities. Our guiding principles are to ensure access, equity, and sustainability, a direction that is also reflected in our long-term financial strategy.

Rate increases for 2025-2026 have been capped at three per cent in line with the Victorian Government's Fair Go Rates System. This reflects Council's desire to keep rate increases to a minimum despite the real cost of maintaining current levels of service and asset provision increasing at a faster rate. The consequence is that in real terms we have had to reduce investment in services and our capital works program in order to fit within a tighter funding envelope.

Glen Eira's rates per assessment has been lower than similar Councils for a number of years. We are cost efficient in the delivery of services, and continually use available funds to invest in facilities, services, and spaces for the community rather than delivering annual surpluses. Whilst our cash holding remains at low levels, we are also working to ensure that adequate levels of cash reserves are set aside for funding Council's open space, contract deposits, employee entitlements and deposits relating to residential aged care. Together, these approaches ensure that we are continuing to be a prudent financial manager, acquitting our responsibilities to the community.

Council's draft Budget 2025-2026 confirms that further remedial action will need to be taken in addition to the financial sustainability work to date. This is to ensure Council remains financially sustainable for the long-term and provides sufficient flexibility to ensure that Council is able to progress some of the emerging priorities in the Council and Community Plan 2025-2029.

Council has also drafted a Revenue and Rating Plan which establishes the revenue-raising framework within which Council proposes to work and operate within. The purpose of this plan is to determine the most appropriate and affordable revenue and rating approach for Council, which in conjunction with other income sources will adequately finance the objectives in the Council and Community Plan.

The Council has embarked on a significant engagement process called 'Our Place, Our Plan,' which involved the community in shaping the future of Glen Eira. This initiative aimed to gather feedback and insights from residents to help guide the Council's plans for the next four years. The Council has carefully considered this feedback during the engagement to help inform the draft Budget Revenue and Rating Plan.

Throughout this engagement, we heard from the community that they value the delivery of high-quality services such as waste and recycling, libraries, and various programs. In a tight financial climate, the preference is to maintain and renew existing infrastructure rather than build new. Additionally, the community highly values nature and open spaces, emphasising the need to prioritise spending on parks, green spaces, and tree planting to ensure our City remains green, clean, and liveable.

We also learned that for long-term sustainability, the community would like the Council to raise funds to continue delivering the services they rely on. The community expressed the importance of seeking funds through sponsorships and partnerships with other levels of government and the private sector, where possible. Additionally, they suggested revisiting our fees and charges for services and activities—such as venue hire and permits—and considering increasing them to support the delivery of other programs and services.

The Council would like to thank the Glen Eira community through the 'Our Place, Our Plan' engagement program and the work of the deliberative Community Priorities Panel in shaping the draft Budget 2025–2026 and the Revenue and Rating Plan 2025–2029.

The purpose of the report seeks Council's formal adoption of the draft Budget 2025–2026 and Revenue and Rating Plan 2025–2029 to meet its legislative obligations and to enable the commencement of operations for the 2025–2026 financial year.

## RECOMMENDATION

That Council:

1. pursuant to Sections 93, 94 and 96 of the *Local Government Act 2020*, resolves to adopt the draft:
  - a. Budget 2025–2026 (as set out in Attachment 1 of this report), including the proposed schedules of user fees and charges detailed in Appendices E and F of Attachment 1; and
  - b. Revenue and Rating Plan 2025–2029 (as presented in Attachment 2 of this report).
2. acknowledges the significant contribution of the Glen Eira community through the 'Our Place, Our Plan' engagement program and the work of the deliberative Community Priorities Panel in shaping the draft Budget 2025–2026 and the Revenue and Rating Plan 2025–2029.

## BACKGROUND

Under the *Local Government Act 2020* ('Act'), Council has a statutory obligation to adopt a Budget and a Revenue and Rating Plan as part of their integrated planning and reporting framework. This obligation is mandated by the Act, which requires councils to prepare a budget that outlines the financial resources needed to achieve the objectives set out in their Council and Community Plan.

The Budget must be adopted before the start of each financial year and must include details on expected income, expenditure, and capital works. Additionally, the Revenue and Rating Plan is a crucial document that outlines how the council intends to generate income through rates, fees, and charges over a four-year period. This plan ensures that the council's

revenue-raising methods are transparent, equitable, and aligned with the community's needs and expectations.

The Revenue and Rating Plan also plays a significant role in maintaining the Council's financial sustainability. It provides a medium-term strategy for how the council will fund its activities, including the delivery of services and infrastructure projects. The plan sets out the principles and decisions regarding the distribution of the rating burden among ratepayers and other users of council services. By adopting a comprehensive Revenue and Rating plan, Council can ensure that they have a clear and strategic approach to managing their financial resources, which is essential for achieving long-term community goals and maintaining public trust.

## **ISSUES AND DISCUSSION**

### **a) BUDGET 2025-26 (Attachment 1)**

#### ***Fair Go Rates System***

The budget is in line with the Fair Go Rates System which caps rate increases by Victorian councils to a figure determined by the Minister for Local Government and generally aligned to the forecast movement in the Consumer Price Index (CPI) and Wage Price Index.

The proposed Budget incorporates a rate increase of three per cent for the 2025-26 year and total rates and charges revenue will be 65 per cent of Council's total income. The Council has chosen to adopt the rate cap of three per cent – as it is the highest amount it can do so without seeking a higher rate cap from the Essential Services Commission.

This 'cap' applies to the average, per property increase, for all rates in the municipality. It does not apply to individual rate notices.

#### ***Service Charges***

Council's policy is to levy waste and recycling charges based on cost recovery. This is consistent with the position of most Councils given that waste charges are outside the State Government's Council rate cap set.

The Budget includes the waste levy charged by the Victorian Government on every tonne of waste sent to landfill. To limit the impact of the waste levy and fulfil Council's commitment to deliver waste services sustainably and responsibly, Council also invests in education, litter prevention and waste reduction initiatives to support the community transition to a circular economy. Some of these programs include the continuation of the best practice reusable nappy program, support for better recycling and resource recovery in multi-unit dwellings, and a community and at home compost program.

#### ***User Fees & Charges***

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. Following approval by Council, the schedule of fees and charges, contained within the budget document, will take effect from 1 July 2025 (except if otherwise indicated). Fees and charges are regularly reviewed in accordance with a range of factors including variations in costs. This will continue throughout the coming year.

For a full listing of the proposed Fees and Charges refer to Appendix E and F of Attachment 1.

#### ***Infrastructure and Capital Works for the Community***

Council's Capital Works Program is Council's investment plan for building, upgrading, and maintaining public infrastructure such as roads, community buildings, parks, and drainage systems. It ensures essential assets are safe, functional, and sustainable to meet community needs. Funded through council revenue, government grants, and other sources, the program supports strategic growth, economic development, and service delivery by prioritising

projects that enhance public spaces and essential services. The total program is \$27.17 million and includes the following key areas of investment:

- **Place (\$2.19 million)** — includes funding for Cycling Action Plan Implementation, Integrated Transport Strategy Actions, Feasibility of City Futures Better Streets Better Places Program and Structure Plan Projects.
- **Recreation & Open Space (\$1.96 million)** — this includes Open Space Strategy initiatives, parks and playing surfaces.
- **Community Facilities (\$4.65 million)** — comprises buildings and building improvements, upgrade, and renewal of community facilities; municipal offices; sports facilities; and pavilions. Funding includes the construction of the Mackie Road Reserve pavilion.
- **Climate & Sustainability (\$2.73 million)** — direct sustainability initiatives including getting off gas and funding for the implementation of the Urban Forest Strategy, which aims to contribute to the increase of canopy cover in our open spaces by planting additional trees and extending the already established planting areas.
- **Community Safety (\$2.06 million)** — this includes safety projects: pedestrian crossings, and safer speed limits; school safety; shopping centres; sustainable transport and disabled parking upgrades.
- **Renewals (\$13.58 million)** — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction; drainage improvement; footpaths; local road resurfacing and carparks. Other renewals include building improvements and upgrade of community facilities, replacement of plant and machinery; furniture and equipment; information technology and telecommunications; and library collections.

For a full listing of the Capital Works Program refer to Appendix C of Attachment 1.

#### **b) REVENUE AND RATING PLAN 2025-2029 (Attachment 2)**

Under section 93 of the Act, a Council must prepare and adopt a Revenue and Rating Plan by the next 30 June after a general election for a period of at least the next four financial years. The Revenue and Rating Plan establishes the revenue-raising framework within which Council proposes to work and operate within.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Council, which in conjunction with other income sources will adequately finance the objectives in the draft Council and Community Plan.

Strategies outlined in the Revenue and Rating Plan align with the objectives contained in the draft Council and Community Plan and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework.

#### **CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

The role of local government in helping the community adapt to climate change and reduce emissions is recognised in Victorian legislation. Changes to the Act have strengthened the need to consider climate change risk in council decision-making processes.

Council's 2020 declaration of a climate emergency places a responsibility on Council to implement proactive actions to support both organisational and community programs.

The draft Budget 2025-2026 funds initiatives relating to Council's 2020 declaration of a climate emergency by including: investment in emissions reduction and transition to a circular economy, Urban Forest Strategy implementation, open space initiatives and capital works projects allocating funding for environmentally sustainable design.

**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.

**POLICY AND LEGISLATIVE IMPLICATIONS**

- **Budget** – under s94 of the LGA 2020, Council must prepare and adopt a budget for each financial year and the subsequent 3 financial years by 30 June each year. The Local Government (Planning and Reporting) Regulations 2020 Part 3 specifies the disclosures required in the financial statements and other information to be included in the Budget.
- **Preparation of Budget** – Under s96 of the LGA 2020, Council must develop the budget in accordance with the financial management principles and subject to its Community Engagement Policy.
- **Revenue and Rating Plan** – under s93 of the LGA 2020, Council must prepare and adopt a Revenue and Rating Plan by the next 30 June after a general election for a period of at least the next 4 financial years.
- *Glen Eira 2040 Community Vision*
- *Glen Eira Council Integrated Planning and Reporting Framework*
- *Glen Eira Council Community Engagement Policy.*

**COMMUNICATION AND ENGAGEMENT**

The community has meaningfully contributed to the development of the draft Budget and Revenue and Rating Plan through the multi-phased, integrated communication and community engagement program called Our Place, Our Plan. Our integrated planning and community engagement program delivered on our *Community Engagement Framework* and *Community Engagement Policy* commitments. It was also guided by the International Association of Public Participation (IAP2) Spectrum which helps us select the right level of participation for each engagement stream.

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER*
> We will keep you informed.	> We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	> We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed, and provide feedback on how public input influenced the decision.	> We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	> We will implement what you decide.  * Council cannot 'Empower' where it cannot delegate decisions.

Source: International Association for Public Participation

### ***Integrated engagement to develop the plans***

The development of the draft Budget and Revenue and Rating Plan was informed by the community's feedback during earlier phases of Our Place, Our Plan between February and April 2025. We then exhibited the draft Budget and Revenue and Rating Plan to check back in with the community to see if we heard them correctly.

#### **Phase one: Community Vision check in**

1 to 31 August 2024

#### **Pre-engagement: Staff and Traditional Owners**

November to January 2025

#### **Phase two: Broad community engagement with targeted and stakeholder engagement**

3 February to 16 March 2025

#### **Phase three: Deliberative engagement through the Community Priorities Panel**

19 March to 16 April 2025

#### **Phase four: Consult on draft plans**

May to August 2025

#### **Endorsement and closing the loop**

June to October 2025

The exhibition of the draft Budget and Revenue and Rating Plan took place as part of phase four of the program. This phase was conducted in two parts:

**Part A exhibition** – was delivered from 30 April to 18 May 2025 and sought community feedback on the following draft plans:

- *Budget 2025-2026*
- *Revenue and Rating Plan 2025-2029*
- *Biodiversity Plan*
- *Strategic Property Plan.*



**Part B exhibition** – will be delivered from 11 August to 31 August 2025 and will seek community feedback on the remaining plans included in the Integrated planning process including the:

- *Council and Community Plan*
- *Community Wellbeing plan*
- *Climate Emergency Response Strategy*
- *Digital and Technology Strategy*
- *Asset Plan*
- *Financial Plan.*

This final phase will be followed by action planning, endorsement and closing the loop.

### ***Engagement methods***

To reach our diverse community and maximise engagement outcomes to inform the draft Budget and Revenue and Rating Plan, we incorporated a broad range of engagement activities across multiple phases of Our Place, Our Plan. Phase four of the program exhibited the draft plans – including the draft Budget and Revenue and Rating Plan for further community feedback and shared how the earlier stages of engagement have informed their preparation. This phase was delivered via a mix of online and in person engagement methods at various Glen Eira locations as well as targeted engagements with key stakeholders.

Engagement on the draft Budget and Revenue and Rating Plan was delivered through a webpage on the Have Your Say Glen Eira website that displayed the four draft documents from this exhibition phase. Council delivered an online information session to promote the opportunity to provide feedback broadly with the community. The draft Budget and Revenue and Rating Plan was exhibited alongside other integrated Council plans which have been informed by Our Place, Our Plan engagement, including the draft Biodiversity Plan and Strategic Property Plan.

Feedback from this consultation phase was presented to Council at the 10 June 2025 Ordinary Council Meeting.

## ***1. BUDGET 2025–2026***

### ***What we heard about the Budget?***

We heard from the community:

- you want us to make thoughtful, financially sustainable decisions.
- that you want us to prioritise delivering high-value services — like waste and recycling, libraries, and programs.
- in a tight financial climate, you prefer we maintain and renew existing infrastructure rather than build new.
- that you highly value nature and open spaces and that we need to prioritise spending on parks, green spaces, and tree planting — so our City stays green, clean, and liveable.

### ***How your feedback influenced the Budget?***

With your feedback in mind, our Budget 2025-2026 includes investment in roads, buildings, footpaths, activity centres, libraries, events, waste collection, and sustainability programs.

We have allocated:

- \$13 million for the renewal and upgrades to roads, footpaths, drainage systems and community facilities.
- \$4.7 million for improving, upgrading and renewing community and sports facilities including the Mackie Road Reserve pavilion.

- \$2.7 million towards sustainability initiatives, including electrification of the Glen Eira Sports and Aquatic Centre.
- \$3.3 million for tree pruning and maintenance, with proactive programs focusing on tree health and electrical compliance works; \$520,000 for tree planting and replacement in streets and parks; and \$740,000 for tree protection.
- \$1.9 million on Open Space Strategy Initiatives, parks and playing surfaces.
- over \$2 million for pedestrian and school safety and sustainable transport upgrades.
- investment in waste management including education, litter prevention and waste reduction initiatives to support the community transition to a circular economy. Some of these programs include the continuation of the best practice reusable nappy program, support for better recycling and resource recovery in multi-unit dwellings, and a community and at home compost program.
- funding for our three Libraries and Learning Centres, which will continue to provide opportunities for learning, literacy, digital resources, and creativity. Visitors can read, browse, borrow, feel connected, work or study, connect through technology, and participate in our programming.

## **2. REVENUE & RATING PLAN 2025–2029**

### ***What we heard about the Revenue and Rating Plan?***

We heard from the community:

- when it comes to long-term sustainability you think we should raise funds to continue to deliver the services you rely on.
- you told us it was important that we continue to seek funds through sponsorships and partnerships with other levels of government and the private sector, where possible.
- you suggested we revisit our fees and charges for services and activities—such as venue hire and permits—and consider increasing them to support the delivery of other programs and services.

### ***How your feedback influenced the Revenue and Rating Plan?***

With your feedback in mind, we will:

- keep rate increases fair and sustainable so our core services are funded properly.
- keep user fees and charges reflective of the cost to deliver services that are the most important to our community.
- manage our resources carefully and responsibly by investing in key projects that our community needs the most.
- wherever possible look for other funding sources such as government grants and partnerships to help top up funding to deliver services and projects.

## **3. EXHIBITION FEEDBACK**

The opportunity for the community to provide feedback on the draft Budget 2025–2026 and the Revenue and Rating Plan 2025–2029 was available to residents from 30 April to 18 May 2025.

### ***Draft Budget Feedback***

The draft Budget received a total of 20 Have Your Say survey submissions. Some commentary received was general in nature, relating to the expenditure outlined in the budget, some related directly to specific items in the budget while others focused on

advocacy funding requests related to specific activity centres, facilities or projects.

### ***Draft Revenue and Rating Plan Feedback***

The draft Rating and Revenue Plan received a total of eight Have Your Say survey submissions. There was some consistency in the feedback requesting the rating system be reformed, some suggestions on how to raise revenue, and other general comments around rates, services and the document.

### ***Budget Information Session***

An online information session was held on the 12 May 2025 and included a budget presentation and a Q&A feedback section. Eight community members were registered to attend the session however only one community member was in attendance. No questions or feedback was received during the session.

*The full engagement report is available in the Ordinary Council Meeting Agenda held on 10 June 2025 – refer to Item 10.10.*

### **LINK TO COUNCIL PLAN**

Strategic Direction 1: Well informed, transparent decisions and highly valued services. We build trust through engaging with our community, delivering quality services and making evidence-based 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 has prepared the Budget 2025–2026 and the Revenue and Rating Plan 2025–2029 in accordance with the requirements set out in the *Local Government Act 2020*. These key strategic documents set the financial and operational framework for the delivery of Council services, infrastructure projects and initiatives over the coming financial year and beyond.

This report seeks Council's formal adoption of the draft Budget and Revenue and Rating Plan to meet its legislative obligations and to enable the commencement of operations for the 2025–2026 financial year. Adoption of these documents is a critical step in ensuring Council can deliver on its commitments, responsibly manage public funds, and maintain effective service delivery and infrastructure investment from 1 July 2025.

By adopting these documents, Council demonstrates its ongoing commitment to sound financial management, operational transparency, and long-term planning in the interests of the Glen Eira community.



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

## Draft Budget 2025–2026



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### 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 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.

## Message from the Mayor

As we look ahead to the 2025–26 financial year, I am proud to share a budget that reflects what really matters to our community. This isn't just a document full of figures — it's a plan built around the services, spaces and programs that help make our City such a great place to live, work, and visit.

At its heart, this budget is about progress. It ensures we keep investing in the things that matter most, while continuing to manage our finances responsibly.

Every year, we listen closely to what you tell us — through conversations, feedback and community engagement. Your voices have helped shape this budget. Whether it's maintaining our parks and playgrounds, making our roads and footpaths safer, supporting local businesses, or delivering essential community services — this budget reflects your priorities.

We also know that every dollar counts. That's why we've put together a responsible and balanced budget. We're keeping rate increases fair and sustainable, while making sure our core services are properly funded. We're also looking for smarter ways to work — cutting unnecessary costs, streamlining operations, and securing external funding where we can. It means we're doing more with less, without compromising on quality services.

I want to thank my fellow Councillors and the dedicated Council staff who've put in the hard work to bring this budget together. It's thoughtful, future-focused, and reflective of our community's needs.

Looking ahead, I encourage you to stay involved, keep sharing your ideas, and work with us to keep improving our City. The 2025–26 *Budget* isn't just about finances — it's a reflection of our shared values and our ambitions for a strong, sustainable, and vibrant future.



**Councillor Simone Zmood**

**Glen Eira Mayor**

## Foreword from Chief Executive Officer

I am pleased to join our Mayor in presenting the 2025–26 *Budget*.

Council provides a wide range of services and facilities for our community, all contributing to ensuring this is a healthy, well-connected, and liveable place for all.

At Glen Eira City Council, we deliver more than 120 highly valued services which all help to build a connected and inclusive community. Our aim is to maintain these services to the standards expected by our community however our financial sustainability continues to be a focus due to external pressures of rising costs while operating in a rate capping environment. This means that the costs of our services are rising with less income to fund them.

In this *Budget*, the Council remains committed to tackling these challenges. We prioritise the responsible use of ratepayer funds and seek opportunities to generate additional income, all of which will be reinvested into enhancing and maintaining our community services, infrastructure, and facilities. Our guiding principles are to ensure access, equity, and sustainability, a direction that is also reflected in our long-term financial strategy.

Glen Eira's rates per assessment has been lower than similar Councils for a number of years. We are cost efficient in the delivery of services, and continually use available funds to invest in facilities, services, and spaces for the community rather than delivering annual surpluses.

Rate increases for 2025–26 have been capped at three per cent in line with the Victorian Government's Fair Go Rates System. This reflects Council's desire to keep rate increases to a minimum despite the real cost of maintaining current levels of service and asset provision increasing at a faster rate. The consequence is that in real terms we have had to reduce investment in services and our capital works program in order to fit within a tighter funding envelope.

Council will continue to invest any available surplus in capital works and debt redemption which together will enable us to continue to deliver high-quality services and projects. Whilst Council's cash holding remains at low levels, we are also working to ensure that adequate levels of cash reserves are set aside for funding Council's open space, contract deposits, employee entitlements and deposits relating to residential aged care. These strategies help ensure that we are continuing to be a prudent financial manager, fulfilling our responsibilities to the community.

The *Budget* details the resources required to fund the large range of services we provide to the community. It includes details of capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets. In addition, it includes details of how we intend to invest in technology and other improvements that will enable us to continue to deliver high quality, responsive and accessible services at a reasonable cost.

Council's *Capital Works Program* is Council's investment plan for building, upgrading, and maintaining public infrastructure such as roads, community buildings, parks, and drainage systems. It ensures essential assets are safe, functional, and sustainable to meet community needs. Funded through council revenue, government grants, and other sources, the program supports strategic growth, economic development, and service delivery by prioritising projects that enhance public spaces and essential services. The new program for next year is \$27.17 million and includes the following key areas of investment:



- **Place (\$2.19 million)** — includes funding for *Cycling Action Plan* implementation, *Integrated Transport Strategy* actions, feasibility of City Futures *Better Streets Better Places Program* and structure plan projects.
- **Recreation and Open Space (\$1.96 million)** — this includes *Open Space Strategy* initiatives, parks and playing surfaces.
- **Community facilities (\$4.65 million)** — comprises buildings and building improvements, upgrade, and renewal of community facilities; municipal offices; sports facilities; and pavilions. Funding includes the construction of the Mackie Road Reserve pavilion in Bentleigh East.
- **Climate and sustainability (\$2.73 million)** — direct sustainability initiatives including getting off gas and funding for the implementation of the *Urban Forest Strategy*, which aims to contribute to the increase of canopy cover in our open spaces by planting additional trees and extending the already established planting areas.
- **Community safety (\$2.06 million)** — this includes safety projects at intersections, pedestrian crossings and safer speed limits; school safety; shopping centres; sustainable transport and disabled parking upgrades.
- **Renewals (\$13.58 million)** — this includes the renewal and upgrade of Council's major infrastructure assets, such as: road reconstruction; drainage improvement; footpaths; local road resurfacing and carparks. Other renewals include building improvements and upgrade of community facilities, replacement of plant and machinery; furniture and equipment; information technology and telecommunications; and library collections.

For a full listing of the *Capital Works Program* refer to Appendix C.

Our focus for the next year is to continue to deliver quality projects and services that make our City a great place to live, work and do business; and to continue to demonstrate our commitment to deep community engagement through our actions.

The year will not be without challenges. Specifically, this budget responds to our need to:

- Rebuild our cash position.
- Manage escalating costs for construction, utilities and borrowings and consumer price index increases.
- Manage our finances within the constraints set by the Victorian Government's rate capping regime.
- Continue to provide top-up funding for services that we provide on behalf of the Victorian and Australian Governments to the local community (such as school crossing supervision and library services). Over time the funds received by local governments have not increased in line with real cost increases — leaving a gap. At this time, we do not know what increases if any will be applied.
- Maintain investment in our ageing community and infrastructure assets.
- Respond to growth and increasing diversity in the population within the municipality.

I recommend this *Budget* as financially responsible and look forward to working with you to achieve the commitments that we have made.

Key budget information is provided in the following pages about: Council's rate cap rise; operating result; services; cash and investments; capital works; financial position; financial sustainability; and strategic objectives.

For more information about Council's 2025–26 *Budget*, visit [www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)



**Rebecca McKenzie**

**Chief Executive Officer**

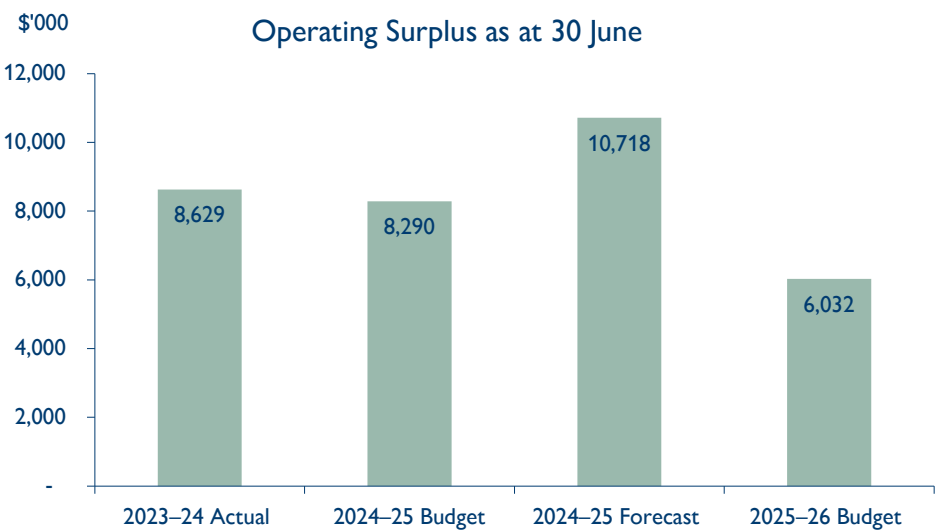
Executive summary

Summary of financial position

This section provides key information about rates, operating result, cash and investments, the capital works program, financial position and financial sustainability.

	2024–25 Forecast	2025–26 Budget
• Total Revenue	\$223.37 million	\$228.47 million
• Total Expenditure	\$212.65 million	\$222.44 million
• Operating Surplus	\$10.72 million	\$6.03 million
• Capital Works	\$40.60 million	\$33.79 million
(including works carried forward from 2024-25)		

Operating result



The expected operating result for the 2025–26 year is a surplus of \$6.03 million which is a decrease of \$4.7 million from the 2024–25 forecast. The forecast operating result for 2024–25 is elevated due to capital grants of \$12.14 million including \$7.5 million for the Carnegie Memorial Swimming Pool project completed in January 2025.

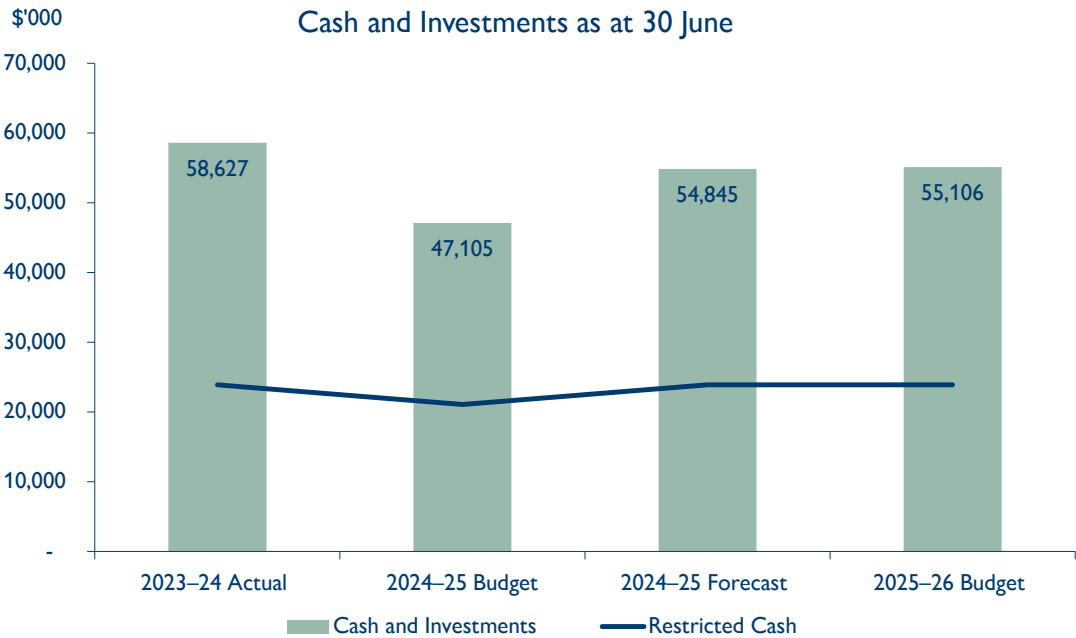
Underlying result

The adjusted underlying result, which excludes items such as capital grants, contributions and non-monetary contributions to fund capital expenditure and other one-off adjustments, is expected to be a loss of \$2.69 million. The underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital from being allocated to cover operating expenses. This measure is projected to return to a surplus in 2026–27 onwards.

Cash result

Total cash and investments are expected to increase by \$3 million during the year to \$55.1 million as at 30 June 2026. Council should hold sufficient cash to cover ‘Restricted Assets’ such as:

- **Residential accommodation deposits (\$16.5 million)** — relate to resident accommodation deposits for Council's aged care facility, Warrawee Community. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- **Refundable deposits (\$7 million)** — These deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

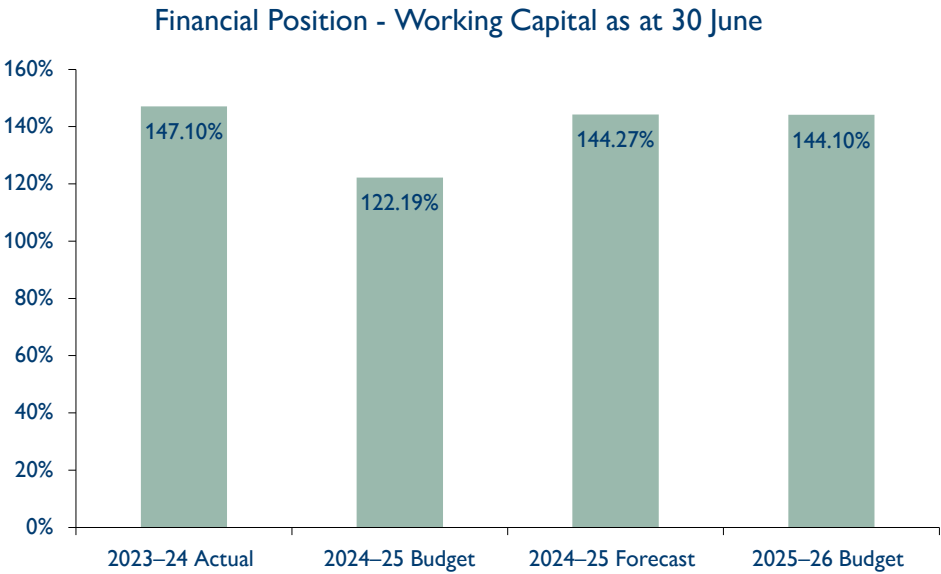


Liquidity

Council needs to ensure working capital is maintained and that sufficient cash reserves are available to meet normal cash flow requirements. Council invests in accordance with section 104 of the *Local Government Act 2020*.

The Working Capital expresses the level of current assets Council has available to meet its current liabilities, which are likely to fall due in the next 12 months. Working Capital is forecast to be greater than 100 per cent in 2024-25 and 2025-26.

Council will be using cash reserves and borrowings to fund the *Capital Works Program* over the next few years and as a result working capital may fluctuate.



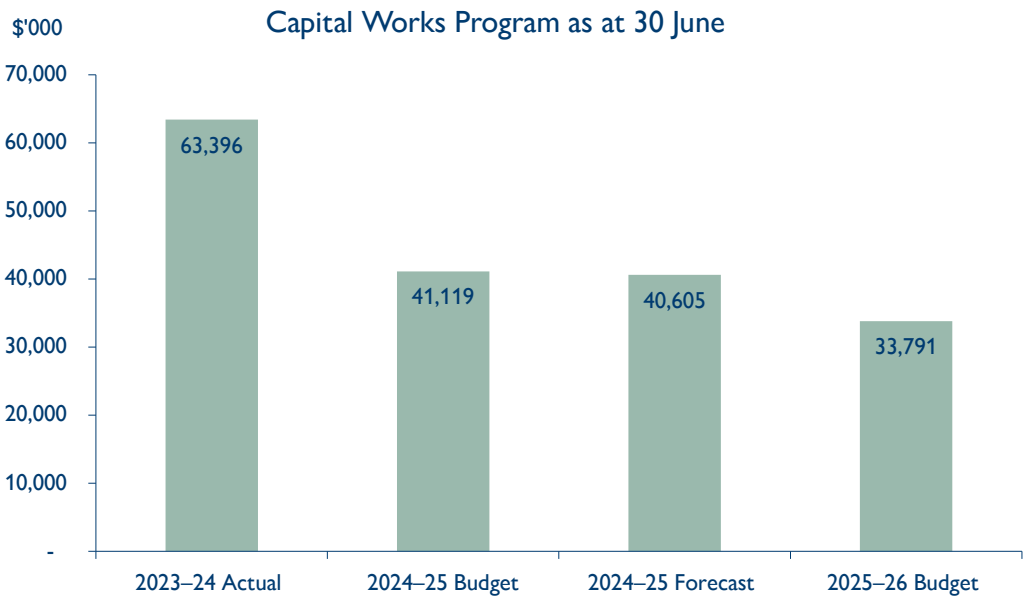
Borrowings

Council is projected to have \$57.33 million in loans at the end of 2025–26. These funds have been used to undertake intergenerational capital works projects and environmental initiatives.

Loan repayments of \$2.34 million and interest payment of \$2.44 million have been included in *2025–26 Budget*.

No new loan drawdowns are projected in 2025–26.

Capital Works Projects

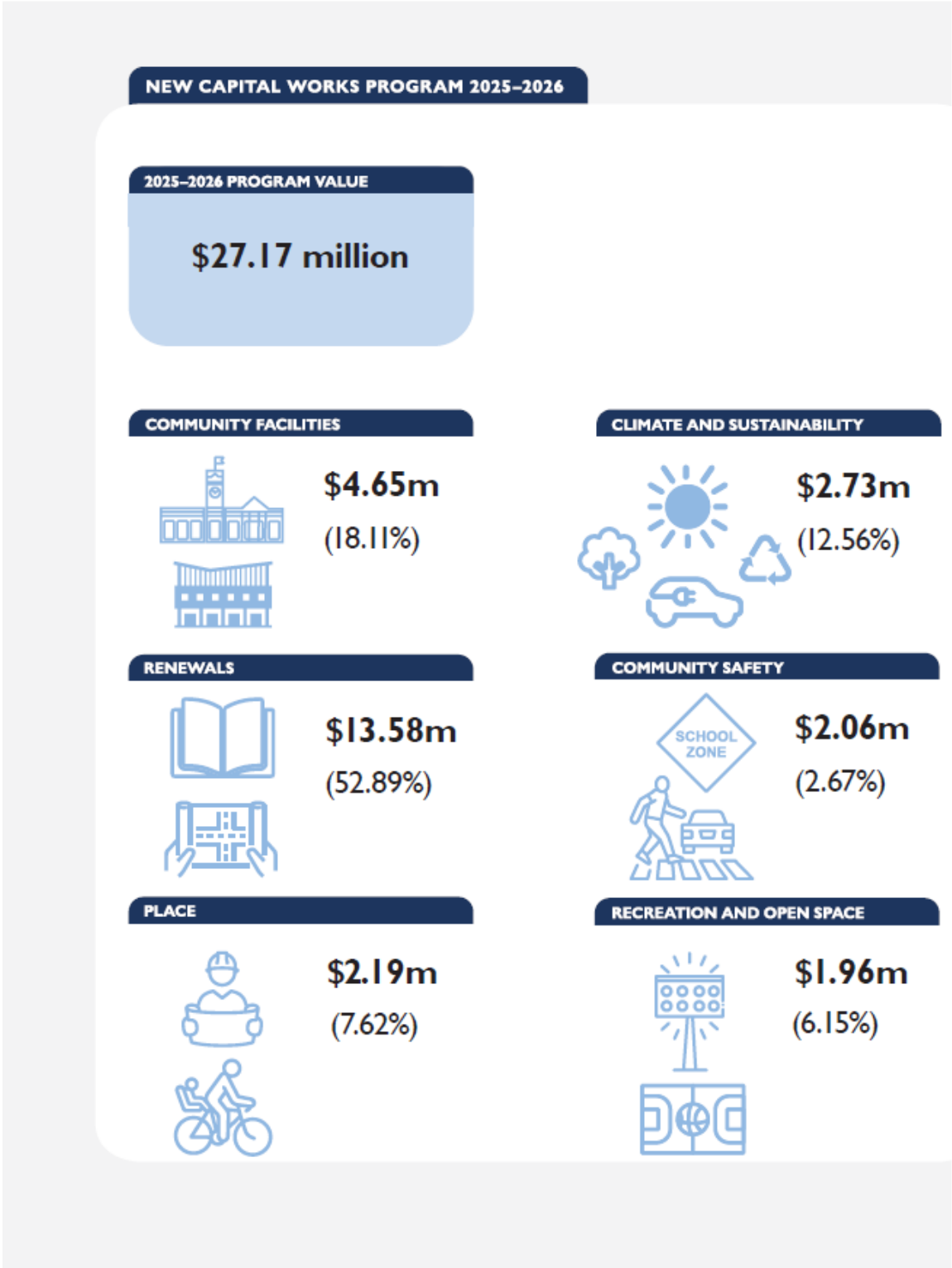


The *Capital Works Program* for the 2025–26 year is expected to be \$33.79 million, including \$6.6 million carried forward from 2024-25 and \$27.17 million of new works.

Capital expenditure levels have been set to address our *Asset Management Strategy* and *Open Space Strategy* initiatives. Our infrastructure and community facilities require considerable investment to ensure they last their full life cycle and to ensure the community gets the best use out of them. A reduction in new works reflects our constrained financial position.

During the 2023–24 and 2024–25 financial years our capital program included the redevelopment of the Carnegie Memorial Swimming Pool which was completed in January 2025.

Refer to Section 4.5 on Capital Works for details on the 2025–26 new works.



### Urban Forest Strategy

The *Urban Forest Strategy*, implementation plans and programs will require continued investment across a range of Council areas.

In early 2025, a review of the *Urban Forest Implementation Plan* was carried out by officers and remaining actions were prioritised for completion.

The following actions are proposed for the coming year:

- Incorporate street trees into Council's asset protection program to enable a bond system to protect public trees during development activities.
- Continue to action the Canopy Tree Local Law to provide protection to private trees that meet the defined threshold.
- Implement a proactive audit, inspection and maintenance program for all park, car park and Council building trees.
- Continue to apply amenity tree valuations to all third-party Council tree removals and re-invest this back into urban forest initiatives, such as replacement plantings to offset the loss of tree canopy at suitable locations across the municipality.
- Continue to undertake the Glen Eira community planting week to increase biodiversity within our parks and reserves as well as inform the community on the importance of the urban forest.
- \$550,000 has been allocated within Council's capital budget for *Urban Forest Strategy* implementation programs such as innovative in-street, carpark and activity centres. This will be accomplished by using engineered tree pits that will support both the trees and the surrounding hard surfaces.
- Review data that has been collected as part of a partnership with the Victorian Government to provide an updated measure of Glen Eira's canopy cover. This data will also be utilised to identify areas of low canopy cover that we can then target for increased canopy tree planting.
- Continued active engagement and promotion of *Urban Forest Strategy* activities to the community.

In addition to the capital budget, Council's annual operational budget, dedicated to the management of trees, will continue to ensure effective ongoing maintenance of the Glen Eira urban forest:

- \$520,000 — Tree planting and replacement in streets and parks;
- \$3.3 million — Tree pruning and maintenance with an increased emphasis on proactive programs such as tree health and electrical compliance works; and
- \$740,000 — Tree protection including the continued operation of the Canopy Tree Local Law, the assessment of planning applications and implementation of risk mitigation strategies such as tree root management programs.

June 2026 will also see the five-year anniversary of the strategy. As such we will be undertaking a review of the *Glen Eira Urban Forest Strategy* and *Urban Forest Implementation Plan* to check progress against the actions and targets and making any required amendments based on the review.



### Climate emergency

We are working towards our goals to reduce emissions and to implement actions in Our *Climate Emergency Response Strategy 2021–2025/Dhumbali Wurrungi-biik Parbin-ata* that supports our community to transition to a circular economy and protect themselves from the impacts of climate change. Programs and projects funded in the operating budget include:

- Building the capacity of residents to become sustainability leaders, and take action on climate change in their local community;
- Partnering with First Nations peoples and local communities to protect our local biodiversity;
- Providing information and advice for households, to support them to transition to 100 per cent renewable electricity;
- Connect sustainable businesses with each other, and with programs that support them to engage in the circular economy;
- Assisting community organisations to support clients and community members who face significant barriers to protecting themselves from climate change impacts;
- Transitioning Council facilities and vehicles from fossil fuels to 100 per cent renewable electricity, to meet our target of zero greenhouse emissions from sources under Council's direct control by 2031;
- Continued circular economy training and support programs for local businesses;
- Support for local businesses to exchange resources and materials;
- Continuation of *Best Practice Reusable Nappy Program*;
- Continuation of best-practice recycling in multi-unit dwellings;
- Continued communications and education campaigns for 'Circular Glen Eira';
- Deliver reusable crockery services at large community events such as *Groove and Graze* festival to reduce waste and conserve resources;
- Connect our community to low-cost repair services and skill-sharing through local *Repair Café* events; and
- Supporting our community to address food insecurity and reduce their environmental impact, through community gardening events and programs.

### Community safety

Council plays a key role in ensuring community safety through strong partnerships and collaboration with community members, community organisations and the Victorian Government by:

- designing, developing and maintaining safe public spaces.
- delivering a range of community services.
- providing valuable advice, education and programs.

Glen Eira City Council's future developments over the next financial year include but not limited to:

- **Social Cohesion Taskforce:** establishing a Taskforce as a forum to discuss strategies for preventing racism, fostering harmony, and promoting unity within the community; developing a coordinated response to significant local incidents of racism and division affecting the Glen Eira community; and implementing targeted, evidence-based initiatives and communication campaigns in collaboration with local groups and organisations.
- ***Welcoming Cities Framework:*** commencing the accreditation process of *Welcoming Cities*, a framework designed to help local councils create inclusive, equitable and welcoming communities for migrants, refugees and other diverse groups.
- **Engagement activities with emergency services:** delivering events and activations in partnership with police and emergency services, community groups such as Neighbourhood Watch and Hatzolah to provide the community the opportunity to share their concerns and ask advice.
- **Community education sessions:** investing into delivering community safety education and awareness sessions throughout the year on initiatives such as home safety, cyber security and first aid.

In addition, our capital program includes over \$2 million for projects relating to road safety around schools and shopping centres to improve existing road intersections to better facilitate pedestrians. Such projects include upgrades to existing roundabouts and the construction of splitter islands at t-intersections and raised intersection threshold treatments at the minor roads to provide effective crossings ensuring safety, accessibility and efficiency for all pedestrians.

### Waste and recycling

Council's policy is to levy waste and recycling charges on the basis of cost recovery. This is consistent with the position of the majority of councils given that waste charges are outside the Victorian Government's council rate cap.

Residential garbage charges for 2025–26 are set at:

Type of Charge	Per Rateable Property 2024–25 \$	Per Rateable Property 2025–26 \$
240 Litre Bin	664	690
120 Litre Bin	332	345
Flats Sharing 240 Litre Bin	332	345
Family 240 Litre Bin	332	345
Litter Management Charge	92	92
240 Litre Medical	332	345
Additional Recycling	70	75
Additional Green Waste	45	45

The Waste Levy component is estimated at \$95 for a 240L bin and \$47 for a 120L bin.

The *Budget* includes the waste levy charged by the Victorian Government on every tonne of waste sent to landfill. To limit the impact of the waste levy and fulfil Council's commitment to deliver waste services sustainably and responsibly, Council also invests in education, litter prevention and waste reduction initiatives to support the community transition to a circular economy. Some of these programs include the continuation of the best practice reusable nappy program, support for better recycling and resource recovery in multi-unit dwellings, and a community and at home compost program.

### Footpaths

Council's budget allocation for footpaths ensures the continuation of the critical footpath renewal program, which is developed as an outcome of Council's four yearly condition inspection program and yearly proactive inspection program.

The allocation towards footpaths renewal has been increased to \$2.5 million. Current improvements in our asset management approach means we can focus expenditure on higher priority footpaths, getting better value from our investment and increasing the overall condition of our footpaths.

This includes the planned removal of approximately 8,000 asphalt wedges, grinding program planning to remove approximately 20,000 minor deformities and the delivery of approximately 8,000 square metres of concrete works. This revised approach has seen an improvement in Council's overall footpath condition and has increased our ability to respond promptly to any urgent footpath request in line with our obligations under the *Road Management Plan*.

### Cycling infrastructure

Council has a *Cycling Action Plan* to improve opportunities for cycling around Glen Eira. The plan identifies areas for improvement to help support cycling as a safe and viable transport option for the community. This includes improvements to recognise the role that the cycling network plays in linking people to public transport and walking routes. The plan includes action around infrastructure, policy and education/behaviour.

Funding of \$234,000 has been included in the 2025–26 *Capital Works Program* to implement initiatives under Council's *Integrated Transport Strategy* and the *Cycling Action Plan*.

### Residential aged care

Council operates a 90-bed Residential Aged Care facility at Warrawee Community, Bentleigh East. Glen Eira's Residential Aged Care service is a large and complex business. The service is budgeted to have an operating cash deficit of \$5.5 million for the 2025–26 financial year. Glen Eira is the only council in Victoria that operates residential aged care.

### Property valuation

From 1 July 2018, the Valuer-General is the sole valuation authority for all municipal districts to undertake general and supplementary property valuations annually. Previously valuations were conducted every two years.

Rate increases are impacted by both the average rate increase and the relative change of an individual property's value when compared to others across the municipality. For 2025–26, the actual rate increase applicable to a property may therefore be either less or more than the rate cap of three per cent based on whether the value of the property has changed at the same or lesser rate than the average across Glen Eira.

Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. Some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved 'relative to the average'. Therefore, if your property increases by more in value than the average within the municipality, your rates will increase by more than three per cent. And by the same token if your property value increased by less than the average, your rates will increase by less than three per cent and may in fact be reduced from the previous year.

### Public open space

Council collects a public open space contribution when land is subdivided. The requirement for this is in the Glen Eira Planning Scheme at clause 53.01 and is typically 8.3 per cent except for areas known as Caulfield Village and East Village where more specific rates apply.

The public open space contribution is based on the site value. The levies collected are used 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*.

### Superannuation defined benefits

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 Vested Benefits Index (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. As at 31 December 2024 the VBI was 106.5 per cent.

## Budget influences

The four years represented within the *Budget* are 2025–26 through to 2028–29. In preparing the 2025–26 *Budget*, a number of external influences have been taken into consideration. These are outlined below:

### External influences

- The Victorian State Government has introduced a cap on rate increases. The cap for 2025–26 has been set at three per cent (2024–25 2.75 per cent).
- CPI is forecast to be 3.2 per cent for the 2025–26 year (*Reserve Bank of Australia Statement on Monetary Policy–February 2025*).
- Waste disposal costs — the Environment Protection Agency (EPA) regulation has a sustained impact on Council with regards to compliance with existing and past landfill sites. Waste disposal costs are also impacted by industry changes such as increasing EPA waste levies and negotiation of contracts e.g., recycling sorting and acceptance. Since July 2020, the Victorian Government's Waste Levy has increased from \$66 to \$133 per tonne (a 102 per cent increase).
- Ongoing cost shifting — cost shifting continues to place significant financial pressure on Council, with an estimated total impact of more than \$18 million. This occurs where responsibilities for delivering services or infrastructure are transferred from other levels of government without sufficient funding to match. This places increasing pressure on Council's financial resources, forcing us to stretch budgets to maintain service levels our community expects. Examples of services that are subject to cost shifting include school crossing supervision, library services and Maternal and Child Health. As we strive to manage these demands within the constraints of rate capping and a tightening fiscal environment, cost shifting remains a key challenge in maintaining long-term financial sustainability.
- Due to the Australian and Victorian Governments continuing to withdraw funding from programs and transferring responsibility for some functions to Local Government, members of the community need to contribute more towards some of the services that they use.
- *Financial Assistance Grants* — the largest source of government funding to Council is through the annual Victorian Grants Commission allocation. The overall state allocation is determined by the Federal *Financial Assistance Grant*.
- Councils are entrusted with the maintenance of more than 30 per cent of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The *Emergency Services and Volunteer Fund* will be collected by Council on behalf of the State Government and replaces the *Fire Services Property Levy*. The money collected on behalf of the State Government is excluded from Council's financial position.
- The Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements. This means for the plan to be in a satisfactory financial position, the Vested Benefits Index (VBI) needs to be 100 per cent or more. At present the actuarial ratios

are at a level that additional calls from Local Government are not expected in the next 12 months.

- Cost escalations associated with construction works have been significant.
- The release of the Victorian Government Budget, along with the already-announced Federal Government Budget, may have implications for Local Government.
- Prevailing economic conditions, which are expected to remain tight during the budget period, could have or are having the following impacts:
  - Volatile interest rate environment;
  - Financial viability of suppliers — may need to undertake due diligence on suppliers who rely on the private sector for sustainability;
  - Cost of services — the current economic conditions may influence the cost for service delivery from a positive and a negative point of view; and
  - Uncertain future of the recycling industry.
- The City is substantially developed and while it is experiencing an increase in property numbers, these mainly arise from higher density developments. This impacts on the budget as Council has to deal with the replacement of infrastructure, such as drains, that cannot cope with the higher density. These costs cannot be passed on to the developer and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.

### Internal influences

As well as external influences, there are a number of internal influences which are expected to impact the 2025–26 *Budget*. These include:

- Costs associated with maintaining Council's infrastructure assets to an acceptable standard for community use;
- The expiry of the current *Enterprise Bargaining Agreement (EBA)* and negotiations underway for a new agreement.
- Depreciation is expected to increase due to the impact of the revaluations of Council's infrastructure assets and capitalisation of capital works projects;
- Application of realistic expenditure escalation with consideration to price indices where appropriate;
- Responding to Council's declaration of a climate emergency and working through our work program which will require a substantial increase in investment;
- Continued investment of resources in Council's *Digital and Technology Program* in order to support operational efficiencies and enhanced customer outcomes; and
- Financial sustainability planning — progression of initiatives that will underpin Council's long-term financial sustainability.

### Budget principles

In response to these significant influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be increased in line with the consumer price index or market levels;
- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Service levels to be maintained at 2024–25 levels with an aim to use less resources and to place the emphasis on innovation and efficiency;
- Use of contract labour to be minimised wherever possible unless unexpected demand requires;
- New initiatives or projects which are not cost neutral to be justified through a business case;
- Real savings in expenditure and increases in income identified in 2024–25 to be preserved;
- Operating revenues and expenses arising from completed 2024–25 capital projects to be included;
- Achievement and maintenance of operating surpluses to ensure Council is financially sustainable;
- Ensuring cash reserves remain sufficient to cover Council's residential aged care deposits;
- Fund asset renewal requirements; and
- All capital works projects to go through a comprehensive business case analysis including alignment to the *Council Plan*.

### Long-term strategies

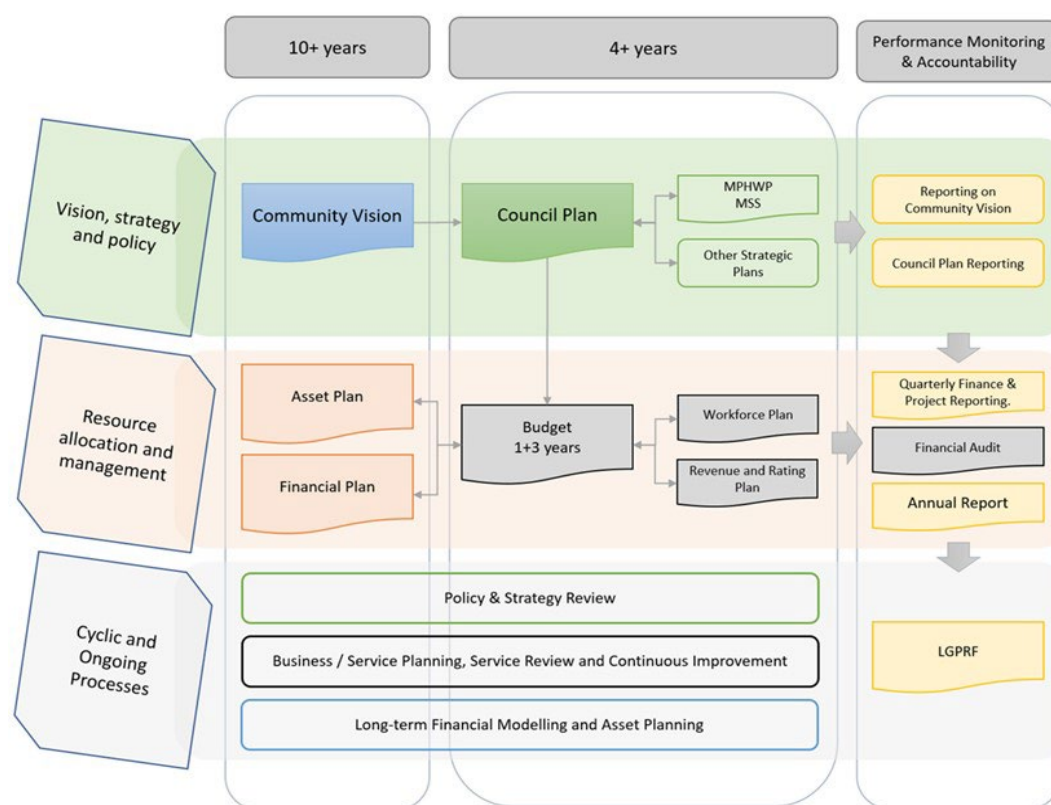
The *Budget* includes consideration of a number of long-term strategies and contextual information to assist Council to prepare the *Budget* in a proper financial management context. These include the for 2024–25 to 2033–34 *Financial Plan*, the 2025–2029 *Revenue and Rating Plan* and other long-term strategies.

## 1. Link to the Integrated Planning and Reporting Framework

This section describes how the *Budget* links to the achievement of the *Community Vision* and *Council Plan* within an overall integrated planning and reporting framework. This *Framework* guides the Council in identifying community needs and aspirations over the long term (*Community Vision and Financial Plan*), medium term (*Council Plan, Workforce Plan, and Revenue and Rating Plan*) and short-term (*Budget*) and then holding itself accountable (*Annual Report*).

### 1.1 Legislative planning and accountability framework

The *Budget* is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the *Council Plan*. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the *Integrated Planning and Reporting Framework* there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

The timing of each component of the *Integrated Planning and Reporting Framework* is critical to the successful achievement of the planned outcomes.



## 1.2 Key planning considerations

### Service level planning

Although councils have a legal obligation to provide some services — such as animal management, local roads, food safety and statutory planning — most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change.

Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a councils adopted *Community Engagement Policy* and *Public Transparency Policy*.

### Our vision:

- ‘Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future.’

### Our purpose — ‘Glen Eira City Council works with and for the community’:

- to provide quality facilities, services, safeguards and supports;
- towards goals that are beyond the capacity of individuals, but achievable when working together;
- according to overall community values, needs and priorities;
- in a caring, accountable and professional manner; and
- to provide value-for-money for present and future generations.

### Our functions:

- Advocating and promoting proposals in the best interests of the community;
- Planning and providing community services and facilities;
- Providing and maintaining community infrastructure in the municipal district;
- Conducting strategic and land use planning;
- Raising revenue to allow us to perform our functions;
- Making and enforcing local laws;
- Performing our duties, functions and powers under the *Local Government Act 2020* and other *Acts*; and
- Other functions related to the peace, order and good government of the municipal district.

### Our guiding values:

Our guiding values are vital in directing how we make decisions and work with others, as well as how we provide access to services and resources. Our guiding values work on three key elements.

#### Community focused, responsive and inclusive

We want you to help us achieve the best possible health, safety and lifestyle for the City. That's why we're focused on developing a tolerant and caring community where you can take part in our decision-making.

#### Accountable and relevant leadership

Our leadership strives for a transparent process that creates financially responsible and environmentally sustainable outcomes. We'll consult with the best experts and listen to your views to decide on the City's priorities. We'll also innovate to ensure we set our services against recognised benchmarks.

#### Community wellbeing

With an increasingly diverse community, we treat all people with respect and dignity, providing equal access to services and resources. We'll also find gaps not being met by other community providers or levels of government, and lift standards within the constraints of our resources.

### 1.3 Strategic objectives

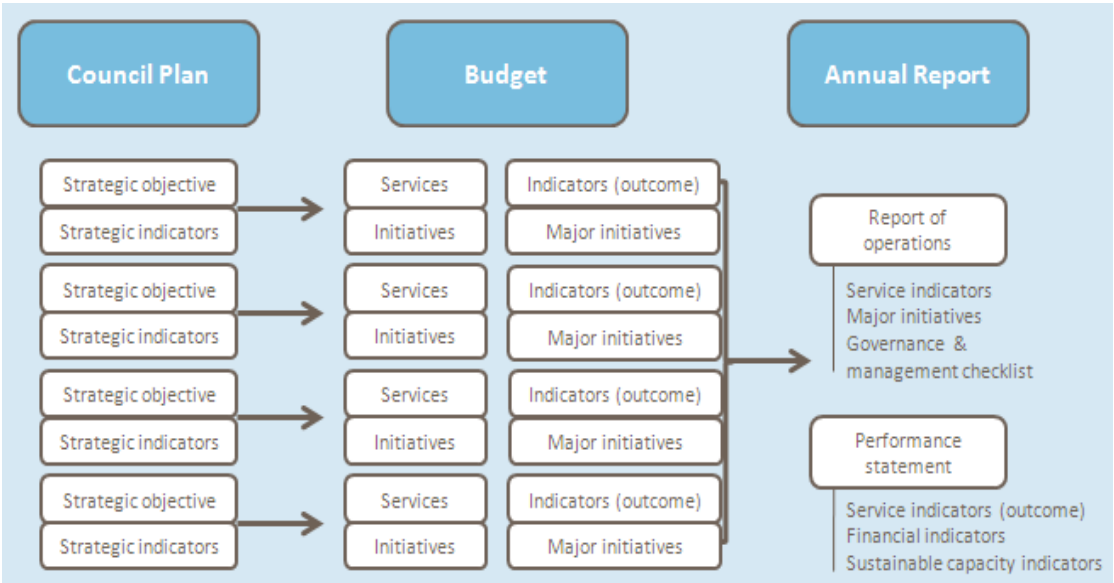
Council is in the process of developing the draft *Council Plan 2025–2029*, undertaking a comprehensive community consultation process to develop the *Council Plan* and incorporate the issues emerging in the research, community meetings and response process.

While the *Council Plan 2025–2029* is scheduled for adoption in October following the council elections, the 2025–26 *Budget* must be adopted earlier to meet legislative timelines and ensure continuity of services into the new financial year.

The draft *Council Plan 2025–2029* responds to the *Glen Eira 2040 Community Vision* and includes strategic directions which will align to our priorities for the four-year Council term.

2. Services, initiatives and service performance indicators

This section provides a description of the services and initiatives to be funded in the *Budget* for the 2025–26 year and how these will contribute to achieving the strategic outcomes outlined in the draft *Council Plan 2025–2029*. It also describes several initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify major initiatives and service performance outcome indicators in the *Budget* and report against them in its *Annual Report* to support transparency and accountability. The relationship between these accountability requirements in the *Council Plan*, the *Budget* and the *Annual Report* is shown below.



Source: Department of Jobs, precincts and Regions.

## 2.1 Major initiatives

The *Action Plan* for 2025–26 is in development alongside our *Council Plan 2025–2029* and due to be endorsed by 31 October 2025. The major initiatives detailed in the *Action Plan* will be reported in the *Annual Report* in the form of a statement of progress in the report of operations.

The major initiatives identified by Council as priorities in the draft *Council Plan* for 2025–26 include:

- Spend over \$2 million in our footpath renewal program including repair and replace broken footpaths in priority locations.
- Works to improve safety around schools and shopping centres – construct safety features in seven locations.
- Begin construction of the Mackie Road Reserve pavilion.
- Complete getting off gas projects at seven priority locations.

## 2.2 Performance statement

The service performance indicators detailed in the following pages will be reported on in the performance statement which is prepared at the end of the year as required by Section 94 (2)(d) of the *Local Government Act 2020* and included in the *2025–26 Annual Report*. The performance statement will also include reporting on prescribed indicators of financial performance and sustainable capacity.

The prescribed performance indicators contained in the performance statement are audited each year by the Victorian Auditor-General who issues an audit opinion on the performance statement. The major initiatives detailed in the *Action Plan*, will be reported in the *Annual Report* in the form of a statement of progress in the report of operations.

Service performance outcome indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

Services of Council

## Program One — Our Council

Services area		Description of services provided	2023–24 Actual \$'000	2024–25 Forecast \$'000	2025–26 Budget \$'000
Your enquiries and requests	Our Service Centre responds to enquiries and requests received by telephone, in person at the Town Hall, via the website, email and other online methods.	Income	-	-	-
		Expenditure	2,891	2,541	2,677
		Surplus / (deficit)	(2,891)	(2,541)	(2,677)
Venue management and hire	Manages Council venues and facilities such as meeting rooms, halls, pavilions, multipurpose courts and rotundas that are available for the community to hire.	Income	812	764	709
		Expenditure	1,394	1,611	1,218
		Surplus / (deficit)	(582)	(847)	(510)
Your rates	Collects rates from the owners of 71,000 properties in the City of Glen Eira so that we can fund and deliver infrastructure and services. Calculates how much each property owner pays in rates based on property values. Applies pensioner rebates for eligible ratepayers.	Income	111,351	115,422	119,991
		Expenditure	1,843	1,604	1,557
		Surplus / (deficit)	109,508	113,818	118,434
Council decisions	Supports our nine elected Councillors, including the Mayor and Deputy Mayor to perform the duties of their roles. Provides governance support, ensuring Council meetings where our Councillors make decisions are managed effectively.	Income	50	1	-
		Expenditure	2,456	3,328	2,608
		Surplus / (deficit)	(2,406)	(3,327)	(2,608)
Council news and information	Engages and consults with our community to ensure local people, businesses and other stakeholders are well informed about Council decisions and able to provide their input and feedback on decisions that impact them. Reports transparently on Council decisions and performance in our Quarterly Service Performance Reports and Annual Report.	Income	-	-	-
		Expenditure	1,874	1,986	2,145
		Surplus / (deficit)	(1,874)	(1,986)	(2,145)
Our organisation	Manages Council's reputation and issues management, strategic communications, digital communications, publications, brand and graphic design, media relations and content, including its websites, social media, and publications such as the monthly Glen Eira News.	Income	2,398	341	433
		Expenditure	35,120	34,872	37,368
		Surplus / (deficit)	(32,722)	(34,531)	(36,935)
Total of Program One - Our Council		Surplus / (deficit)	69,032	70,586	73,560

## Program Two — Our Community

Services area	Description of services provided		2023–24 Actual \$'000	2024–25 Forecast \$'000	2025–26 Budget \$'000
<b>Business Community</b>	Supports new or growing businesses through permits and approval processes and provides business networking and mentoring opportunities. Develops plans to enhance our local economy and activity centres.	<i>Income</i>	0	1	-
		<i>Expenditure</i>	583	532	578
		<i>Surplus / (deficit)</i>	<b>(583)</b>	<b>(531)</b>	<b>(578)</b>
<b>Children's services</b>	Provides education and care services and community activities for children and their parents to increase social connections and create learning opportunities.	<i>Income</i>	3,099	1,581	1,375
		<i>Expenditure</i>	6,116	2,851	2,656
	Provides professional development opportunities for early years services.	<i>Surplus / (deficit)</i>	<b>(3,017)</b>	<b>(1,270)</b>	<b>(1,281)</b>
<b>Community Support</b>	Develops plans to strengthen the health and wellbeing of our communities and groups. Administers grants to support not-for-profit community groups and organisations to deliver projects and activities that benefit the Glen Eira community, providing meaningful social impact and responding to community need. Delivering community, volunteer and business awards program, increasing community capacity, engagement and acknowledgement.	<i>Income</i>	-	-	-
		<i>Expenditure</i>	1,153	1,389	1,985
		<i>Surplus / (deficit)</i>	<b>(1,153)</b>	<b>(1,389)</b>	<b>(1,985)</b>
<b>Culture and celebration</b>	Delivers an cultural program including visual arts activity and exhibitions, indoor and outdoor events, concerts and festivals, history and heritage activities and services; our services aim to encourage community participation in the arts, celebration, civic events and opportunities for community connections.	<i>Income</i>	21	15	22
		<i>Expenditure</i>	1,853	1,849	2,163
		<i>Surplus / (deficit)</i>	<b>(1,832)</b>	<b>(1,834)</b>	<b>(2,141)</b>
<b>Glen Eira Leisure</b>	Manages three facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Memorial Swimming Pool and Caulfield Recreation Centre. GESAC provides sport, leisure and wellbeing activities including warm water therapy, learn-to-swim classes, swimming, stadium sports, gym and group exercise classes. The redeveloped Carnegie Memorial Swimming Pool is due to reopen in late 2024. Caulfield Recreation Centre has a variety of health and fitness programs to suit all fitness levels.	<i>Income</i>	16,661	19,255	21,764
		<i>Expenditure</i>	15,727	18,754	20,743
		<i>Surplus / (deficit)</i>	<b>934</b>	<b>502</b>	<b>1,022</b>
<b>Immunisation</b>	Administers free essential vaccinations under the National Immunisation Program to protect eligible people against a range of diseases at all ages and stages of life. This includes vaccinations to babies and children; young people in secondary schools; refugee and asylum seeker communities; and those eligible for free influenza immunisation.	<i>Income</i>	103	111	105
		<i>Expenditure</i>	481	530	590
		<i>Surplus / (deficit)</i>	<b>(379)</b>	<b>(419)</b>	<b>(485)</b>
<b>Glen Eira Libraries</b>	Our Libraries provide opportunities for learning, literacy, digital resources, and creativity for the community; visitors can read, browse and borrow, feel connected, work or study; connect through technology; and participate in our programming. GE Libraries provide a wealth of online resources with sites located at Elsternwick, Caulfield, Carnegie and Bentleigh, with books for all ages and interests, e-resources, DVDs, magazines and more.	<i>Income</i>	1,073	1,084	1,042
		<i>Expenditure</i>	5,052	5,026	5,684
		<i>Surplus / (deficit)</i>	<b>(3,979)</b>	<b>(3,943)</b>	<b>(4,642)</b>
<b>Maternal and child health</b>	Works in partnership with families to care for babies and young children until they start school. The service is free for families and includes visits at ten key ages and stages of a child's development with the focus on optimising child and family health wellbeing, safety, learning and development.	<i>Income</i>	1,534	1,442	1,448
		<i>Expenditure</i>	3,207	3,275	3,506
		<i>Surplus / (deficit)</i>	<b>(1,673)</b>	<b>(1,833)</b>	<b>(2,058)</b>



## Program Two — Our Community (Continued)

Services area	Description of services provided		2023–24 Actual \$'000	2024–25 Forecast \$'000	2025–26 Budget \$'000
Pets and animals	Maintains a register of 6,500 cats and 11,000 dogs and helps to ensure responsible pet ownership. Responds to and investigates animal and pet concerns including reports of lost or stray animals, and nuisance or problem animals.	Income	1,196	1,111	1,140
		Expenditure	1,104	1,070	1,088
		Surplus / (deficit)	92	41	52
Public health and safety	Manages regulatory functions that support a safe and healthy community. Upholds Council's Local Law. Delivers public health services to ensure the safety of food, health and accommodation businesses.	Income	1,690	2,389	2,213
		Expenditure	1,824	1,808	2,045
	Processes appeals for local laws infringements, planning enforcement and parking fines.	Surplus / (deficit)	(133)	581	168
Seniors' support	Provides a broad range of services that support healthy ageing for our older residents to live and age well, and remain connected.	Income	8,366	6,686	5,940
	Services include: Facilitating services for older residents to remain in their homes; Low-cost rental accommodation for financially disadvantaged older persons in Glen Eira through our 64 independent living units across three sites; Advocacy, navigation and information to access aged care services; Senior citizen centres, including Moorleigh Village, to promote and encourage social engagement and activities among older adults; Facilitating activities to foster community participation and connection; and carer's support.	Expenditure	8,053	12,396	8,380
		Surplus / (deficit)	313	(5,710)	(2,441)
		Residential aged care	Provides accommodation and lifestyle choices for residents at Warrawee Community. Eligibility is determined by the Commonwealth Aged Care Assessment Service.	Income	8,959
Expenditure	13,517			12,816	12,755
Surplus / (deficit)	(4,558)			(4,999)	(5,545)
Respect, equity and inclusion	Supports equity, access and inclusion for people of all abilities, ages, cultures, genders, faiths and sexualities.	Income	37	0	2
	Delivers and implements our Community Wellbeing Plan, Gender Equality Action Plan, Reconciliation Action Plan and social and affordable housing priorities. Oversees the development and implementation of social policy in response to emerging community needs.	Expenditure	2,437	2,517	2,141
		Surplus / (deficit)	(2,400)	(2,517)	(2,139)
		Youth Services	Provides support and programs for young people aged 10 to 25 who live, work, study or socialise in Glen Eira. Provides information and referral to young people for specialised local services to support their health and wellbeing.	Income	48
Expenditure	706			849	847
Surplus / (deficit)	(658)			(799)	(813)
Total of Program Two - Our Community		Surplus / (deficit)	(19,027)	(24,119)	(22,865)

## Program Three — Our City

Services area	Description of services provided		2023–24 Actual \$'000	2024–25 Forecast \$'000	2025–26 Budget \$'000
<b>Building and Town Planning</b>	Determines around 1,000 planning applications per year, as well as subdivision applications. Represents Council at VCAT where a planning decision is subject to an appeal and enforces planning decisions. Receives building permit registrations, maintains a register of private pools and spas. Provides copies of building permits for a fee. Responds to and investigates enquiries and complaints related to building permit compliance, building safety, illegal works and essential services. Issues planning infringements, and building notices and orders for non-compliance.	<i>Income</i>	3,018	3,042	3,383
		<i>Expenditure</i>	5,893	5,926	6,349
		<i>Surplus / (deficit)</i>	<b>(2,875)</b>	<b>(2,883)</b>	<b>(2,966)</b>
<b>Climate action</b>	Works to reduce Council and community contribution to climate change. Advocates for changes in Victorian and Australian government policy such as better public transport, higher standards for buildings to help reduce energy consumption and new generation waste and recycling facilities for the region.	<i>Income</i>	105	114	-
		<i>Expenditure</i>	1,183	1,597	1,644
		<i>Surplus / (deficit)</i>	<b>(1,078)</b>	<b>(1,484)</b>	<b>(1,644)</b>
<b>Drains and water management</b>	Manages a drainage network of around 540 kilometres of drains and 22,000 drainage pits. Ensure stormwater is discharged effectively by regularly cleaning and repairing pits and drains and upgrading or replacing pits and drains when necessary.	<i>Income</i>	-	-	-
		<i>Expenditure</i>	1,385	1,427	1,511
		<i>Surplus / (deficit)</i>	<b>(1,385)</b>	<b>(1,427)</b>	<b>(1,511)</b>
<b>Parking</b>	Enforces parking restrictions and delivers education throughout the municipality to ensure the safety of all road users. Issues fines for vehicles that are parked illegally. Issues more than 10,000 residential parking permits and 4,000 accessible parking permits for people with disabilities per year.	<i>Income</i>	7,311	8,110	9,753
		<i>Expenditure</i>	5,810	5,453	5,793
		<i>Surplus / (deficit)</i>	<b>1,502</b>	<b>2,657</b>	<b>3,960</b>
<b>Parks and sports grounds</b>	Maintains and enhances approximately 170 hectares of open space in our public parks, gardens and sports grounds and the facilities within them, including pavilions, barbecues, and park lighting to support the community and our sporting clubs.	<i>Income</i>	815	1,091	948
		<i>Expenditure</i>	10,691	10,859	12,017
		<i>Surplus / (deficit)</i>	<b>(9,876)</b>	<b>(9,767)</b>	<b>(11,069)</b>
<b>Rubbish and recycling</b>	Manages recycling and waste including household collection of garbage, mixed recyclables, green waste, bundled branches, hard rubbish and street litter bins. Delivers waste management education and enforcement.	<i>Income</i>	26,739	27,477	29,129
		<i>Expenditure</i>	21,740	24,368	26,040
		<i>Surplus / (deficit)</i>	<b>5,000</b>	<b>3,109</b>	<b>3,089</b>
<b>Road and transport infrastructure</b>	Manages and maintains almost 500 km of local roads in the City of Glen Eira, along with streetlighting, public signage, footpaths and cycle paths.	<i>Income</i>	785	932	819
		<i>Expenditure</i>	6,349	6,997	9,538
		<i>Surplus / (deficit)</i>	<b>(5,564)</b>	<b>(6,065)</b>	<b>(8,719)</b>
<b>Street and shopping centre amenity</b>	Keeps our local streets and shopping centres clean and removes graffiti. Provides signage and street furniture.	<i>Income</i>	-	1	-
		<i>Expenditure</i>	2,649	3,328	4,207
		<i>Surplus / (deficit)</i>	<b>(2,649)</b>	<b>(3,326)</b>	<b>(4,207)</b>
<b>Strategic place planning</b>	Shapes the future of the City of Glen Eira through strategic land use planning, integrating local heritage and urban design. Administers the Glen Eira Planning Scheme, including planning scheme amendments and implementing structure plans across major activity centres. Supports placemaking activities to promote a vibrant local economy.	<i>Income</i>	-	-	-
		<i>Expenditure</i>	2,063	2,532	2,916
		<i>Surplus / (deficit)</i>	<b>(2,063)</b>	<b>(2,532)</b>	<b>(2,916)</b>

## Program Three — Our City (Continued)

Services area			Description of services provided	2023–24 Actual \$'000	2024–25 Forecast \$'000	2025–26 Budget \$'000	
Trees and plants	Maintains, protects and grows the trees that make up our City’s urban forest. Maintains our Classified Trees Register to protect significant trees that meet the criteria described in our Classified Tree Policy to preserve the environmental benefits and the character of our suburbs the trees provide.		Income	152	134	110	
			Expenditure	5,177	5,450	5,698	
			Surplus / (deficit)	(5,025)	(5,317)	(5,588)	
Transport strategy and education	Leads our Integrated Transport Strategy to support our community to get around Glen Eira easily, in walkable neighbourhoods and using a range of safe and environmentally friendly travel options. Advocates for policy change to support our transport network.		Income	7	0	-	
			Expenditure	624	633	712	
			Surplus / (deficit)	(618)	(633)	(712)	
Total of Program Three - Our City				Surplus / (deficit)	(24,631)	(27,670)	(32,282)

## Reconciliation with budgeted operating result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Income / Revenue \$'000
Program One — Our Council	73,560	47,572	121,132
Program Two — Our Community	(22,865)	65,160	42,295
Program Three — Our City	(32,282)	76,424	44,142
<b>Total</b>	<b>18,413</b>	<b>189,156</b>	<b>207,569</b>

*Expenses added in:*

Depreciation and Amortisation	30,866
Borrowing Costs	2,438
Bank Fees	350
<i>Surplus / (Deficit) before funding sources</i>	<i>(15,242)</i>

**Funding sources added in:**

Interest Income	2,260
Proceeds of assets sales	270
Capital Works Grants	8,717
Victorian Local Government Grants Commission	5,027
Contributions	5,000
<i>Total funding sources</i>	<i>21,274</i>
<b>Operating surplus / (deficit) for the year</b>	<b>6,032</b>

### 3. Financial statements

This section presents information in regard to the financial statements and statement of human resources. The budget information for the year 2025–26 has been supplemented with projections to 2028–29.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive income statement

Balance sheet

Statement of changes in equity

Statement of cash flows

Statement of capital works

Statement of human resources

Comprehensive Income Statement for the years ending 30 June						
		Forecast 2024–25	Budget 2025–26	Projections		
	Notes	\$'000	\$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000
<b>Income / Revenue</b>						
Rates and charges*	4.1.1	142,465	147,953	152,789	157,843	163,059
Statutory fees and fines	4.1.2	10,145	11,970	12,113	12,259	12,406
User fees	4.1.3	28,212	30,007	30,727	31,464	32,220
Interest received		2,740	2,260	2,204	1,887	1,670
Contributions — monetary	4.1.4	5,409	5,000	5,000	5,000	5,000
Grants — operating	4.1.5	20,853	19,973	21,183	20,667	21,163
Grants — capital	4.1.5	11,415	8,717	2,592	711	728
Other income		2,131	2,593	2,655	2,719	2,784
<b>Total Income / Revenue</b>		<b>223,369</b>	<b>228,473</b>	<b>229,264</b>	<b>232,550</b>	<b>239,029</b>
<b>Expenses</b>						
Employee costs	4.1.6	91,811	93,301	95,990	98,770	101,633
Materials and consumables		5,118	5,138	5,241	5,346	5,453
Contractor payments	4.1.7	59,271	65,440	64,286	65,143	67,262
Maintenance	4.1.8	8,246	8,876	9,089	9,307	10,531
Utilities	4.1.9	5,190	5,363	5,491	5,623	5,758
Insurance		2,061	2,350	2,407	2,464	2,524
Grants and subsidies		1,502	1,646	1,686	1,726	1,768
Other expenses	4.1.10	6,677	6,777	6,940	7,106	7,277
Borrowing costs		2,475	2,438	2,408	2,295	2,103
Finance costs — leases		87	61	77	51	53
Depreciation	4.1.11	27,853	29,094	29,676	30,270	31,375
Amortisation — intangible assets	4.1.11	411	362	145	116	93
Depreciation — right of use assets	4.1.11	562	533	459	395	355
Net loss on sale/disposal of property, infrastructure, plant and equipment	4.1.12	1,385	1,061	1,061	1,061	1,061
<b>Total Expenses</b>		<b>212,650</b>	<b>222,441</b>	<b>224,956</b>	<b>229,674</b>	<b>237,244</b>
<b>Surplus for the year</b>		<b>10,718</b>	<b>6,032</b>	<b>4,308</b>	<b>2,876</b>	<b>1,785</b>

\*Assumes a rate increase of 3 per cent for 2025–26 based on the average rates per assessment and allows for an additional 600 property assessments. The average Rates per assessment for 2025–26 is \$1,630.

Balance Sheet for the years ending 30 June						
		Forecast	Budget	Projections		
		2024–25	2025–26	2026–27	2027–28	2028–29
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS						
Current Assets						
Cash and cash equivalents		54,845	55,106	47,171	41,748	30,219
Trade and other receivables		22,083	22,583	22,883	23,213	23,583
Other financial assets		6,063	6,063	3,113	3,113	3,113
Total Current Assets	4.2.1	82,992	83,752	73,167	68,074	56,915
Non-Current Assets						
Investments in associates		282	282	282	282	282
Financial assets		5	5	5	5	5
Intangible assets		496	334	389	273	180
Right of use assets		1,214	681	222	3,131	2,776
Property, infrastructure, plant & equipment		2,714,178	2,717,244	2,730,764	2,734,828	2,742,786
Total Non-Current Assets	4.2.1	2,716,175	2,718,547	2,731,663	2,738,520	2,746,029
TOTAL ASSETS		2,799,167	2,802,299	2,804,830	2,806,594	2,802,944
LIABILITIES						
Current Liabilities						
Trade and other payables		12,426	12,926	12,939	12,961	12,996
Contract and other liabilities		3,480	3,028	2,577	2,125	1,674
Trust funds and deposits		23,892	23,892	23,892	23,892	23,892
Provisions		14,780	14,780	15,067	15,375	15,710
Lease liabilities		606	537	182	330	340
Interest-bearing liabilities	4.2.3	2,343	2,959	4,112	5,023	5,237
Total Current Liabilities	4.2.2	57,527	58,122	58,768	59,706	59,848
Non-Current Liabilities						
Provisions		1,173	1,173	1,173	1,173	1,173
Interest-bearing liabilities	4.2.3	57,334	54,375	52,133	47,110	41,874
Lease liabilities		766	229	48	3,021	2,681
Other liabilities	4.2.4	4,753	4,753	4,753	4,753	4,753
Total Non-Current Liabilities	4.2.2	64,026	60,530	58,107	56,058	50,481
TOTAL LIABILITIES		121,553	118,652	116,875	115,764	110,329
NET ASSETS		2,677,614	2,683,647	2,687,954	2,690,830	2,692,615
Represented by:						
EQUITY						
Accumulated surplus		1,015,505	1,016,637	1,028,330	1,028,661	1,028,561
Reserves		1,662,109	1,667,009	1,659,624	1,662,169	1,664,054
TOTAL EQUITY		2,677,614	2,683,647	2,687,954	2,690,830	2,692,615

Statement of Changes in Equity as at 30 June				
	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
Notes	\$'000	\$'000	\$'000	\$'000
2024–25 Forecast Actual				
Balance at beginning of the financial year	2,666,896	1,008,492	1,637,316	21,088
Comprehensive result	10,718	10,718	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	(3,705)	-	3,705
Balance at end of financial year	2,677,614	1,015,505	1,637,316	24,793
2025–26 Budget				
Balance at beginning of the financial year	2,677,614	1,015,505	1,637,316	24,793
Comprehensive result	6,032	6,032	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves4.3.1	-	(4,900)	-	4,900
Balance at end of financial year4.3.2	2,683,647	1,016,636	1,637,316	29,693
2026–27 Budget				
Balance at beginning of the financial year	2,683,646	1,016,636	1,637,316	29,693
Comprehensive result	4,308	4,308	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	7,385	-	(7,385)
Balance at end of financial year	2,687,954	1,028,330	1,637,316	22,308
2027–28 Budget				
Balance at beginning of the financial year	2,687,954	1,028,330	1,637,316	22,308
Comprehensive result	2,876	2,876	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	2,545	-	2,545
Balance at end of financial year	2,690,830	1,028,661	1,637,316	24,853
2028–29 Budget				
Balance at beginning of the financial year	2,690,830	1,028,661	1,637,316	24,853
Comprehensive result	1,785	1,785	-	-
Movement in assets and liabilities	-	-	-	-
Movement in reserves	-	(1,885)	-	1,885
Balance at end of financial year	2,692,615	1,028,561	1,637,316	26,738

Statement of Cash Flows for the years ending 30 June						
		Forecast	Budget	Projections		
		2024–25	2025–26	2026–27	2027–28	2028–29
		Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)	Inflow/ (Outflow)
		Notes	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>						
Rates and charges		142,465	147,953	152,789	157,843	163,059
Statutory fees and fines		10,145	11,970	12,113	12,259	12,406
User fees		28,212	30,007	30,727	31,464	32,220
Other receipts		1,679	2,142	2,204	2,268	2,333
Interest received		2,740	2,260	2,204	1,887	1,670
Contributions — monetary		5,409	5,000	5,000	5,000	5,000
Grants — operating		20,853	19,973	21,183	20,667	21,163
Grants — capital		11,415	8,717	2,592	711	728
Employee costs		(91,811)	(93,301)	(95,990)	(98,770)	(101,633)
Materials and services		(82,194)	(88,372)	(87,750)	(89,151)	(92,826)
Short-term, low value and variable lease payments		(393)	(441)	(450)	(459)	(468)
Other payments		(6,677)	(6,777)	(6,940)	(7,106)	(7,277)
<b>Net Cash provided by/(used in) Operating Activities</b>	4.4.1	<b>41,842</b>	<b>39,130</b>	<b>37,682</b>	<b>36,612</b>	<b>36,374</b>
<b>Cash Flows from Investing Activities</b>						
Proceeds from sale of property, plant and equipment		398	370	300	300	300
Payments for property, infrastructure, plant and equipment		(40,605)	(33,791)	(41,807)	(35,695)	(40,694)
<b>Net Cash provided by/(used in) Investing Activities</b>	4.4.2	<b>(40,207)</b>	<b>(33,421)</b>	<b>(41,507)</b>	<b>(35,395)</b>	<b>(40,394)</b>
<b>Cash Flows from Financing Activities</b>						
Proceeds from borrowings		-	-	2,165	-	-
Repayment of borrowings		(2,162)	(2,343)	(3,253)	(4,112)	(5,023)
Finance costs		(2,475)	(2,438)	(2,408)	(2,295)	(2,103)
Interest paid — lease liability		(87)	(61)	(77)	(51)	(53)
Repayment of lease liabilities		(693)	(606)	(537)	(182)	(330)
<b>Net Cash provided by/(used in) Financing Activities</b>	4.4.3	<b>(5,417)</b>	<b>(5,448)</b>	<b>(4,110)</b>	<b>(6,640)</b>	<b>(7,509)</b>
Net increase/(decrease) in cash and cash equivalents		(3,782)	260	(7,935)	(5,423)	(11,529)
Cash and cash equivalents at beginning of year		58,628	54,845	55,106	47,171	41,748
<b>Cash and cash equivalents at the end of the financial year</b>	4.4.4	<b>54,845</b>	<b>55,106</b>	<b>47,171</b>	<b>41,748</b>	<b>30,219</b>



Statement of Capital Works for the years ended 30 June						
	Notes	Forecast	Budget	Projections		
		2024-25	2025-26	2026-27	2027-28	2028-29
		\$'000	\$'000	\$'000	\$'000	\$'000
Carried forward projects from previous financial year	4.5.2	4,986	6,624	-	-	-
<b>New Works</b>						
<b>Property</b>						
Land		1,504	-	14,750	2,405	1,990
Buildings		19,715	8,244	6,600	3,688	5,717
<b>Total Property</b>	4.5.3	<b>21,219</b>	<b>8,244</b>	<b>21,350</b>	<b>6,093</b>	<b>7,707</b>
<b>Plant and Equipment</b>						
Plant, Machinery and Equipment		1,276	1,808	2,513	3,103	2,752
Computers and Telecommunications		1,635	877	1,845	1,913	1,881
Library Books and Materials		966	605	618	630	642
Other Plant and Equipment		451	576	860	997	2,755
<b>Total Plant and Equipment</b>	4.5.4	<b>4,327</b>	<b>3,867</b>	<b>5,834</b>	<b>6,643</b>	<b>8,031</b>
<b>Infrastructure</b>						
Roads		6,107	5,127	5,235	7,892	9,337
Footpaths		2,235	2,600	2,750	2,991	2,823
Drainage		1,255	1,267	1,000	4,438	4,549
Open Space and Recreation		5,207	4,632	6,812	6,321	6,349
Car Parks		1,647	320	170	270	170
Streetscape Works		245	1,111	1,605	1,047	1,727
<b>Total Infrastructure</b>	4.5.5	<b>16,696</b>	<b>15,057</b>	<b>17,573</b>	<b>22,959</b>	<b>24,956</b>
<b>Total New Works</b>		<b>42,243</b>	<b>27,167</b>	<b>44,757</b>	<b>35,695</b>	<b>40,694</b>
Carried forward projects to the next financial year (estimated)		(6,624)	-	-	-	-
<b>Total Capital Works Expenditure (including carry forwards)</b>		<b>40,605</b>	<b>33,791</b>	<b>44,757</b>	<b>35,695</b>	<b>40,694</b>
<b>Represented by:</b>	4.5.6					
Asset Renewal expenditure		17,342	14,634	12,843	20,068	18,573
Asset Upgrade expenditure		17,178	11,141	3,509	5,213	7,746
Asset Expansion expenditure		646	100	1,882	2,342	2,806
Asset New expenditure		5,439	7,917	26,522	8,073	11,568
<b>Total Capital Works Expenditure</b>		<b>40,605</b>	<b>33,791</b>	<b>44,757</b>	<b>35,695</b>	<b>40,694</b>
<b>Funding Sources Represented By:</b>	4.5.7					
Grants		11,415	8,717	2,592	711	728
Council cash		29,189	25,075	39,999	34,984	39,966
Borrowings		-	-	2,165	-	-
<b>Total Capital Works Expenditure</b>		<b>40,605</b>	<b>33,791</b>	<b>44,757</b>	<b>35,695</b>	<b>40,694</b>

Summary of Planned Human Resources Expenditure for the years ending 30 June					
Description	2024-25 Forecast	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Community Wellbeing</b>					
Permanent Full-time	10,606	10,228	10,535	10,851	11,176
Women	7,920	7,638	7,867	8,103	8,346
Men	2,686	2,590	2,668	2,748	2,830
Permanent Part-time	18,819	12,999	13,389	13,791	14,204
Women	16,702	11,537	11,883	12,240	12,607
Men	2,117	1,462	1,506	1,551	1,598
<b>Total Community Wellbeing</b>	<b>29,425</b>	<b>23,227</b>	<b>23,924</b>	<b>24,642</b>	<b>25,381</b>
<b>Sustainability, Assets and Leisure</b>					
Permanent Full-time	19,513	23,143	23,837	24,552	25,289
Women	5,309	6,297	6,486	6,680	6,881
Men	14,204	16,846	17,351	17,872	18,408
Permanent Part-time	2,512	1,117	1,151	1,185	1,221
Women	1,851	823	848	873	899
Men	661	294	303	312	321
<b>Total Sustainability, Assets and Leisure</b>	<b>22,025</b>	<b>24,260</b>	<b>24,988</b>	<b>25,737</b>	<b>26,510</b>
<b>Planning and Place</b>					
Permanent Full-time	10,367	11,563	11,910	12,267	12,635
Women	5,593	6,238	6,425	6,618	6,816
Men	4,774	5,325	5,485	5,649	5,819
Permanent Part-time	1,927	1,963	2,022	2,083	2,145
Women	1,488	1,516	1,561	1,608	1,657
Men	439	447	460	474	488
<b>Total Planning and Place</b>	<b>12,294</b>	<b>13,526</b>	<b>13,932</b>	<b>14,350</b>	<b>14,780</b>
<b>Customer and Corporate Affairs</b>					
Permanent Full-time	10,337	11,039	11,370	11,711	12,063
Women	5,754	6,145	6,329	6,519	6,715
Men	4,583	4,894	5,041	5,192	5,348
Permanent Part-time	2,132	1,717	1,769	1,822	1,876
Women	1,803	1,452	1,496	1,540	1,587
Men	329	265	273	281	290
<b>Total Customer and Corporate Affairs</b>	<b>12,469</b>	<b>12,756</b>	<b>13,139</b>	<b>13,533</b>	<b>13,939</b>
<b>City Management</b>					
Permanent Full-time	6,172	6,324	6,514	6,709	6,910
Women	4,643	4,757	4,900	5,047	5,198
Men	1,529	1,567	1,614	1,662	1,712
Permanent Part-time	916	768	791	815	839
Women	916	768	791	815	839
<b>Total City Management</b>	<b>7,088</b>	<b>7,092</b>	<b>7,305</b>	<b>7,524</b>	<b>7,750</b>
<b>Total Permanent Staff Expenditure</b>	<b>83,301</b>	<b>80,861</b>	<b>83,287</b>	<b>85,785</b>	<b>88,359</b>
Casuals and Other Expenditure	8,510	12,440	12,703	12,985	13,274
Capitalised Labour Costs	400	-	-	-	-
<b>Total Expenditure</b>	<b>92,211</b>	<b>93,301</b>	<b>95,990</b>	<b>98,770</b>	<b>101,633</b>

Summary of Planned Human Resources Full Time Equivalent (FTE) for the years ending 30 June					
Description	2024-25 Forecast FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE
<b>Community Wellbeing</b>					
Permanent Full-time	75.00	75.00	75.00	75.00	75.00
Women	56.00	56.00	56.00	56.00	56.00
Men	19.00	19.00	19.00	19.00	19.00
Permanent Part-time	122.57	122.57	122.57	122.57	122.57
Women	107.36	107.36	107.36	107.36	107.36
Men	15.21	15.21	15.21	15.21	15.21
<b>Total Community Wellbeing</b>	<b>197.57</b>	<b>197.57</b>	<b>197.57</b>	<b>197.57</b>	<b>197.57</b>
<b>Sustainability, Assets and Leisure</b>					
Permanent Full-time	183.00	193.00	193.00	193.00	193.00
Women	48.00	51.00	51.00	51.00	51.00
Men	135.00	142.00	142.00	142.00	142.00
Permanent Part-time	12.74	12.74	12.74	12.74	12.74
Women	9.17	9.17	9.17	9.17	9.17
Men	3.57	3.57	3.57	3.57	3.57
<b>Total Sustainability, Assets and Leisure</b>	<b>195.74</b>	<b>205.74</b>	<b>205.74</b>	<b>205.74</b>	<b>205.74</b>
<b>Planning and Place</b>					
Permanent Full-time	82.00	85.00	85.00	85.00	85.00
Women	44.00	46.00	46.00	46.00	46.00
Men	38.00	39.00	39.00	39.00	39.00
Permanent Part-time	18.29	18.29	18.29	18.29	18.29
Women	13.32	13.32	13.32	13.32	13.32
Men	4.97	4.97	4.97	4.97	4.97
<b>Total Planning and Place</b>	<b>100.29</b>	<b>103.29</b>	<b>103.29</b>	<b>103.29</b>	<b>103.29</b>
<b>Customer and Corporate Affairs</b>					
Permanent Full-time	81.00	79.00	79.00	79.00	79.00
Women	45.00	44.00	44.00	44.00	44.00
Men	36.00	35.00	35.00	35.00	35.00
Permanent Part-time	17.33	17.33	17.33	17.33	17.33
Women	14.35	14.35	14.35	14.35	14.35
Men	2.98	2.98	2.98	2.98	2.98
<b>Total Customer and Corporate Affairs</b>	<b>98.33</b>	<b>96.33</b>	<b>96.33</b>	<b>96.33</b>	<b>96.33</b>
<b>City Management</b>					
Permanent Full-time	45.00	45.00	45.00	45.00	45.00
Women	35.00	35.00	35.00	35.00	35.00
Men	10.00	10.00	10.00	10.00	10.00
Permanent Part-time	5.83	5.83	5.83	5.83	5.83
Women	5.83	5.83	5.83	5.83	5.83
<b>Total City Management</b>	<b>50.83</b>	<b>50.83</b>	<b>50.83</b>	<b>50.83</b>	<b>50.83</b>
<b>Total Permanent Staff</b>	<b>642.76</b>	<b>653.76</b>	<b>653.76</b>	<b>653.76</b>	<b>653.76</b>
Casuals and Other	118.51	118.51	118.51	118.51	118.51
Capitalised Labour	10.00	-	-	-	-
<b>Total Staff</b>	<b>771.27</b>	<b>772.27</b>	<b>772.27</b>	<b>772.27</b>	<b>772.27</b>

Statement of Human Resources					
	Forecast 2024–25	Budget 2025–26	2026–27	Projections 2027–28	2028–29
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff Expenditure</b>					
Employee Costs — Operating	91,811	93,301	95,990	98,770	101,633
Employee Costs — Capital	400	-	-	-	-
<b>Total Staff Expenditure</b>	<b>92,211</b>	<b>93,301</b>	<b>95,990</b>	<b>98,770</b>	<b>101,633</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff Numbers</b>					
<b>Employees (Full-time Equivalent)</b>	<b>771.27</b>	<b>772.27</b>	<b>772.27</b>	<b>772.27</b>	<b>772.27</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Description	Budget 2025–26 \$'000	Permanent		Casual and Temporary \$'000
		Full Time \$'000	Part Time \$'000	
City Management	7,092	6,324	768	441
Community Wellbeing	23,227	10,228	12,999	2,705
Sustainability, Assets and Leisure	24,260	23,143	1,117	8,873
Customer and Corporate Affairs	12,756	11,039	1,717	51
Planning and Place	13,526	11,563	1,963	370
Total Permanent Staff expenditure	80,861	62,297	18,564	12,440
Casuals, temporary and other expenditure	12,440			
<b>Total Staff Expenditure</b>	<b>93,301</b>			

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Description	Budget 2025–26 FTE	Permanent		Casual and Temporary FTE
		Full Time FTE	Part Time FTE	
City Management	50.83	45.00	5.83	-
Community Wellbeing	197.57	75.00	122.57	16.30
Sustainability, Assets and Leisure	205.74	193.00	12.74	93.59
Customer and Corporate Affairs	96.33	79.00	17.33	1.50
Planning and Place	103.29	85.00	18.29	7.12
<b>Total Staff</b>	<b>653.76</b>	<b>477.00</b>	<b>176.76</b>	<b>118.51</b>
Casuals and temporary staff	118.51			
<b>Total Staff</b>	<b>772.27</b>			

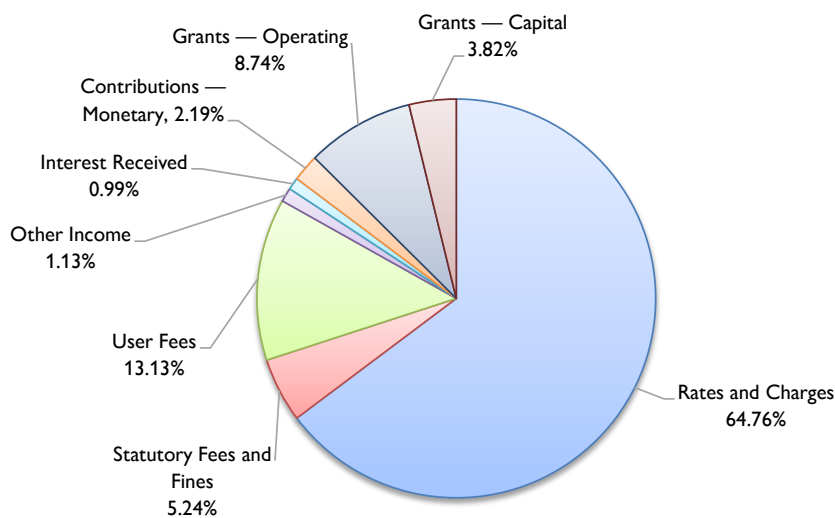
The *Gender Equality Act 2020* (commenced on 31 March 2021) will improve workplace gender equality in the Victorian public sector, universities, and local councils. The legislation requires organisations to regularly collect and report data on gender equality in the workplace by doing workplace gender audits.

## 4. Notes to the financial statements

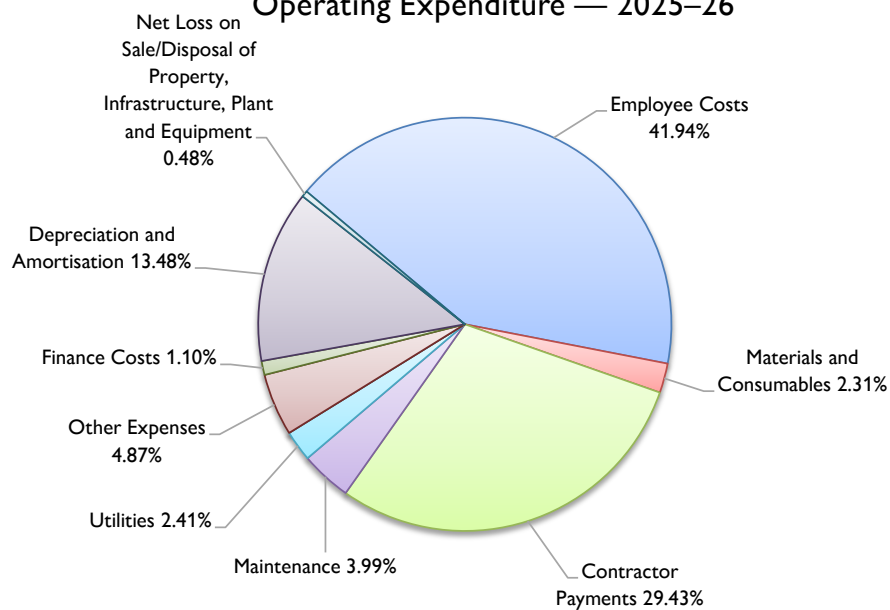
### 4.1 Comprehensive income statement

The graphs below show the allocation of income and expenditure for the *2025–26 Budget*.

Operating Revenue 2025–26



Operating Expenditure — 2025–26



#### 4.1.1 Rate revenue

In 2025–26, the rate increase will be three per cent and total rates and charges will be 65 per cent of Council's total income.

Rates and charges are required by the *Act* and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020*, Council is required to have a *Revenue and Rating Plan* which is a four-year plan for how Council will generate income to deliver the *Council Plan*, program and services and capital works commitments over a four-year period.

In developing the *Budget*, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2025–26 the FGRS cap has been set at three per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by three per cent in line with the rate cap.

This will raise total rates and charges for 2025–26 to \$147.95 million.

**4.1.1(a)** The reconciliation of the total rates and charges to the comprehensive income statement is as follows:

	2024–25 Forecast Actual \$'000	2025–26 Budget \$'000	Change \$'000 %	
Waste management charge	27,404	28,366	962	3.51%
General Rates <sup>+</sup>	113,125	117,805	4,680	4.14%
Cultural & Recreation Land	276	282	6	2.17%
Supplementary rates and rate adjustments	1,062	850	(212)	(19.99%)
Interest on rates and charges	597	650	53	8.88%
<b>Total rates and charges</b>	<b>142,465</b>	<b>147,953</b>	<b>5,488</b>	<b>3.85%</b>

<sup>+</sup>These items are subject to the rate cap established under the FGRS

**4.1.1(b)** The rate in the dollar to be levied as general rates under section 158 of the *Act* for each type or class of land compared with the previous financial year:

Type or class of land	2024–25 cents/\$NAV	2025–26 cents/\$NAV	Change
General Rate	2.7217	2.7782	2.08%
Cultural & Recreation with Liquor	1.6330	1.6669	2.08%
Cultural & Recreation without Liquor	1.3608	1.3891	2.08%
Cultural & Recreation MRC*	2.0685	2.1114	2.07%
Yarra Yarra Golf Club	1.3608	1.3891	2.08%

**4.1.1(c)** The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year:

Type or class of land	2024–25	2025–26	Change	
	\$'000	\$'000	\$'000	%
General Rate	113,125	117,805	4,680	4.14%
Cultural & Recreation with Liquor	26	27	1	2.27%
Cultural & Recreation without Liquor	35	37	2	4.29%
Cultural & Recreation MRC*	146	142	(4)	(2.88%)
Yarra Yarra Golf Club	69	77	8	12.17%
<b>Total amount to be raised by general rates</b>	<b>113,402</b>	<b>118,087</b>	<b>4,686</b>	<b>4.13%</b>

**4.1.1(d)** The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year:

Type or class of land	2024–25	2025–26	Change	
	Number	Number	Number	%
General Rate	71,711	72,262	551	0.77%
Cultural & Recreation with Liquor	6	6	-	-
Cultural & Recreation without Liquor	17	17	-	-
Cultural & Recreation MRC*	3	3	-	-
Yarra Yarra Golf Club	1	1	-	-
<b>Total number of assessments</b>	<b>71,738</b>	<b>72,289</b>	<b>551</b>	<b>0.77%</b>

**4.1.1(e)** The basis of valuation to be used is the Net Annual Value.

**4.1.1(f)** The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year:

Type or class of land	2024–25	2025–26	Change	
	\$'000	\$'000	\$'000	%
General Rate	4,172,425	4,240,402	67,977	1.63%
Cultural & Recreation with Liquor	1,628	1,595	(33)	(2.00%)
Cultural & Recreation without Liquor	2,610	2,638	28	1.05%
Cultural & Recreation MRC*	7,073	6,716	(357)	(5.04%)
Yarra Yarra Golf Club	5,080	5,575	495	9.74%
<b>Total value of land</b>	<b>4,188,815</b>	<b>4,256,925</b>	<b>68,111</b>	<b>1.63%</b>

**4.1.1(g)** The municipal charge under Section 159 of the *Act* compared with the previous financial year:

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2024–25 \$	2025–26 \$	\$	%
Municipal	-	-	-	-

**4.1.1(h)** The estimated total amount to be raised by municipal charges compared with the previous financial year:

Type of Charge	2024–25	2025–26	Change	
	\$	\$	\$	%
Municipal	-	-	-	-

**4.1.1(i)** The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the *Act* compared with the previous financial year:

Type of Charge	Per Rateable Property 2024–25	Per Rateable Property 2025–26	Change	
	\$	\$	\$	%
240 Litre Bin	664	690	26	3.92%
120 Litre Bin	332	345	13	3.92%
Flats Sharing 240 Litre Bin	332	345	13	3.92%
Family 240 Litre Bin	332	345	13	3.92%
Litter Management Charge	92	92	-	-
240 Litre Medical	332	345	13	3.92%
Additional Recycling	70	75	5	7.14%
Additional Green Waste	45	45	-	-

**4.1.1(j)** The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year:

Type of Charge	2024–25	2025–26	Change	
	\$'000	\$'000	\$'000	%
240 Litre Bin	11,185	11,371	186	1.66%
120 Litre Bin	13,543	13,927	384	2.83%
Flats Sharing 240 Litre Bin	786	819	33	4.15%
Family 240 Litre Bin	824	1,125	301	36.49%
Litter Management Charge	868	897	29	3.34%
240 Litre Medical	41	59	18	42.93%
Additional Recycling	122	131	9	7.38%
Additional Green Waste	35	38	3	8.57%
<b>Total</b>	<b>27,404</b>	<b>28,366</b>	<b>962</b>	<b>3.51%</b>

**4.1.1(k)** The estimated total amount to be raised by all rates and charges compared with the previous financial year:

	2024–25	2025–26	Change	
	\$'000	\$'000	\$'000	%
General Rates	113,402	118,087	4,686	4.13%
Waste management charges	27,404	28,366	962	3.51%
<b>Total Rates and charges</b>	<b>140,806</b>	<b>146,453</b>	<b>5,648</b>	<b>4.01%</b>



**4.1.1(l) Fair Go Rates System compliance**

Glen Eira City Council is fully compliant with the Victorian Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2024–25	2025–26
Total Rates	\$ 110,097,491	\$ 114,373,555
Number of rateable properties	71,711	72,262
Base Average Rate	\$ 1,535.29	\$ 1,582.76
Maximum Rate Increase (set by the State Government)	2.75%	3.00%
Capped Average Rate	\$ 1,577.51	\$ 1,630.24
Maximum General Rates and Municipal Charges Revenue	\$ 113,125,172	\$ 117,804,762
Budgeted General Rates and Municipal Charges Revenue	\$ 113,125,172	\$ 117,804,762
Budgeted Supplementary Rates	\$ 1,062,350	\$ 850,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 114,187,522	\$ 118,654,762

**4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges.**

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations.
- The variation of returned levels of value (e.g., valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

Rates and changes in rates are assessed by independent valuers under the supervision of the Valuer General for Victoria. Values and rates assessed for Council's purposes may also be used by the Victorian Government to levy the *Emergency Services and Volunteer Fund* and Land Tax.

**\*Note:** The Cultural and Recreational Land rates associated with the Caulfield Racecourse involve four assessments.

- 1) Reserve 31 Station Street which is under control of the Caulfield Racecourse Reserve Trust (exempt from rates).
- 2) 31 Station Street which is leased to the MRC and includes the racetrack and grandstands.
- 3) Car Park 31 Station Street which is owned by the MRC.
- 4) 132–142 Kambrook Road (previously rated as the stables) which is owned by the MRC.

The general rate is applied to all other assessments relating to the racecourse. Any further development that may occur which changes the usage of the land on Cultural and Recreational Land assessments, will cease to be rated under the *Cultural and Recreational Lands Act 1963* and will be rated under the General Rate. This is likely to take the form of a series of Supplementary Rate assessments. At the same time, back rates will be applied in accordance with *Cultural and Recreational Lands Act 1963* section 4(5), which will also be for increased amounts.

**Income variances**

		Forecast 2024–25	Budget 2025–26	Variance	
	Notes	\$'000	\$'000	\$'000	%
Income / Revenue					
Rates and charges	4.1.1	142,465	147,953	5,488	3.9%
Statutory fees and fines	4.1.2	10,145	11,970	1,825	18.0%
User fees	4.1.3	28,212	30,007	1,795	6.4%
Interest received		2,740	2,260	(480)	(17.5%)
Contributions — monetary	4.1.4	5,409	5,000	(409)	(7.6%)
Grants — operating	4.1.5	20,853	19,973	(879)	(4.2%)
Grants — capital	4.1.5	11,415	8,717	(2,699)	(23.6%)
Other income		2,131	2,593	462	21.7%
Total Income / Revenue		223,369	228,473	5,104	2.3%

Positive variance movements relate to an increase in revenue and negative figures (in brackets), relate to a decrease in revenue.

**4.1.2 Statutory fees and fines (\$1.83 million increase)**

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. The movement for 2025–26 is an expected increase in parking revenue and infringements, and urban planning fees.

A detailed listing of statutory fees and fines are disclosed as part of the user charges and other fees schedule in Appendix E 'Schedule of User Charges and other fees'.

**4.1.3 User fees (\$1.8m increase)**

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care.

The main increase is the budgeted income for Glen Eira Leisure relating to the opening of the Carnegie Memorial Swimming Pool in January 2025 (\$2.4 million). The budget reflects the pool's first full year of income.

There is also a decrease of user fees relating to the transfer of our aged care services to Bayside City Council.

A detailed listing of user fees is disclosed as part of the user charges and other fees schedule in Appendix E 'Schedule of User Charges and Other Fees' and Appendix F 'Schedule of Glen Eira Leisure User Charges and Other Fees'.

**4.1.4 Contributions (\$409,000 decrease)**

Council receives open space levies pursuant to clause 52.01 of the Glen Eira Planning Scheme. These contributions are levied on multi-unit property developments in order to fund open space and are volatile and depend on decisions made by developers, not Council.

#### 4.1.5 Operating and Capital Grants (\$3.58 million decrease)

Grants are required by the *Act* and the Regulations to be disclosed in Council's *Budget*.

A list of operating grants by type and source is included below:

Operating Grants				
Grant funding types and source (operating)	Forecast 2024–25 \$'000	Budget 2025–26 \$'000	Variance	
			\$'000	%
<b>Recurrent — Commonwealth Government</b>				
Aged care	5,891	5,500	(391)	(7%)
Family day care	500	500	0	0%
Victoria Local Government Grants Commission	4,857	5,027	170	4%
<b>Recurrent — State Government</b>				
Delivered meals	325	325	(1)	(0%)
Early learning	96	80	(16)	(17%)
Healthy ageing	10	-	(10)	(100%)
Home care	4,290	4,010	(280)	(7%)
Home maintenance	281	283	2	1%
Immunisation	111	105	(6)	(6%)
Libraries & learning centres	1,039	1,038	(1)	(0%)
Maternal and child health	1,441	1,448	7	0%
Public health and safety	11	12	1	5%
Social support	803	792	(11)	(1%)
Supervision of school crossings	550	550	-	0%
Youth services	49	32	(17)	(34%)
<b>Non Recurrent — State Government</b>				
Circular economy and sustainability	133	-	(133)	(100%)
Community engagement	-	2	2	100%
Early learning	162	-	(162)	(100%)
Recreation	33	-	(33)	(100%)
Statutory building	270	270	-	0%
<b>Total Operating Grants</b>	<b>20,853</b>	<b>19,973</b>	<b>(879)</b>	<b>(4%)</b>

Operating grants have decreased against our 2024–25 forecast due to:

- Cessation of the administration portion of our grant for home care (\$194,000) as this is now managed by Bayside City Council. We will continue to receive the service delivery grants for Home Care.
- Reduced grant income for Residential Aged Care of \$391,000. These grants are dependent on occupancy and the acuity level of each resident, so a conservative approach has been taken in estimating future funding.
- A number of one-off grants received during 2024–25.

Capital grants and contributions include all monies received from the Victorian Federal and community sources for the purposes of funding the capital works program. Council has secured grant funding for several 2025–26 capital projects and will continue to advocate for grant funding on a project-by-project basis.

Our 2024–25 forecast includes \$7.5 million for the completed Carnegie Memorial Swimming Pool, and the decrease in grant income for 2025–26 reflects the reduced scale of our capital program for the year.

Movements in capital grant funding are summarised below:

<b>Capital Grants</b>				
<b>Grant Funding Types and Source</b>	<b>Forecast</b>	<b>Budget</b>	<b>Variance</b>	
	<b>2024–25</b>	<b>2025–26</b>		
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>%</b>
<b>Recurrent — State Government</b>				
Roads to Recovery	551	678	127	23%
<b>Non Recurrent — State Government</b>				
Mackie Road pavilion	-	2,700	2,700	100%
Active transport projects	-	234	234	100%
Community infrastructure	440	169	(270)	(61%)
Pawfield park	-	300	300	100%
Orange Street dog park	-	239	239	100%
Bentleigh Reserve multiuse courts	-	500	500	100%
Lighting upgrades in reserves	453	48	(405)	(90%)
Black Spot program	113	-	(113)	(100%)
Transport Accident Commission (TAC) safety projects	30	1,431	1,401	4659%
Level crossing removal projects	1,607	-	(1,607)	(100%)
<b>Non Recurrent — Commonwealth Government</b>				
Carnegie Memorial Swimming Pool (\$15.0m total grant)	7,500	-	(7,500)	(100%)
Getting off gas — GESAC	-	1,500	1,500	100%
Murrumbena Park lighting upgrade	417	-	(417)	(100%)
Packer Park Reserve pavilion (\$1.53m total grant)	306	918	612	200%
<b>Total Capital Grants</b>	<b>11,415</b>	<b>8,717</b>	<b>(2,699)</b>	<b>(24%)</b>

**Expenditure variances**

		Forecast 2024–25	Budget 2025–26	Variance	
	Notes	\$'000	\$'000	\$'000	%
Expenses					
Employee costs	4.1.6	91,811	93,301	(1,490)	(1.6%)
Materials and consumables		5,118	5,138	(20)	(0.4%)
Contractor payments	4.1.7	59,271	65,440	(6,169)	(10.4%)
Maintenance	4.1.8	8,246	8,876	(631)	(7.6%)
Utilities	4.1.9	5,190	5,363	(173)	(3.3%)
Insurance		2,061	2,350	(289)	(14.0%)
Grants and subsidies		1,502	1,646	(145)	(9.6%)
Other expenses	4.1.10	6,677	6,777	(100)	(1.5%)
Borrowing costs		2,475	2,438	37	1.5%
Finance costs — leases		87	61	26	30.2%
Depreciation	4.1.11	27,853	29,094	(1,241)	(4.5%)
Amortisation — intangible assets	4.1.11	411	362	49	12.0%
Depreciation — right of use assets	4.1.11	562	533	30	5.3%
Net loss on sale/Disposal of property, infrastructure, plant and equipment	4.1.12	1,385	1,061	324	23.4%
Total Expenses		212,650	222,441	(9,790)	(4.6%)

Positive variance movements relate to a decrease in expenditure and negative figures (in brackets), relate to an increase in expenditure.

**4.1.6 Employee costs (\$1.49 million increase)**

Employee costs include all labour related expenditure and on-costs such as allowances, leave entitlements and employer superannuation.

The change in employee costs is represented by:

- Increase for Council's Enterprise Agreement
- Award increases and increases in hours and allowances
- Super guarantee increase from 11.5 per cent to 12 per cent.
- Full year opening of Carnegie Memorial Swimming Pool in 2025–26.
- Transition of aged care services to Bayside City Council.

The remainder of the variance relates to reduced labour spend in the 2024–25 forecast. This is due to staff movements which is offset by increased agency staff expenditure in the contractor category.

Council has budgeted for a staffing level of 772.27 EFT for 2025–26.

**4.1.7 Contractors (\$6.17m increase)**

Contractor costs primarily cover Council services provided by external specialists, used when specific expertise is either more cost-effective or not available in-house. Our significant contract expenditure includes waste management, home care, parks services, information technology, parking, building maintenance and cleaning.

External contractors are expected to increase against the current year forecast due to:

- 2025–26 being the first full year of our aged care service being provided by Bayside City Council. The budget includes both one-off transfer costs and ongoing service costs as per the agreement.
- Waste and recycling contract costs and landfill expenses — increase of \$2.47 million compared to forecast. These are in line with contractual arrangements and are recovered from waste management charges.
- Remainder of the variance relates to one off projects and movements between expense categories.

#### 4.1.8 Maintenance (\$631,000 increase)

Maintenance costs include building security, plumbing, electrical works, cleaning and parks grounds maintenance. This increase mainly reflects savings in the forecast year.

#### 4.1.9 Utilities (\$173,000 increase)

Utility charges relate to utilities such as water, gas, electricity, as well as telecommunication costs.

#### 4.1.10 Other expenses (\$100,000 increase)

Other expenses relate to a range of unclassified items including leasing expense and outgoings, rental expense, bad debts, program costs, advertising, and audit fees.

#### 4.1.11 Depreciation and amortisation — non-cash item (\$1.16 million increase)

Depreciation and amortisation are accounting measures which allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. This increase is due to the impact of asset replacements and upgrades.

#### 4.1.12 Net loss on sale/Disposal of property, infrastructure, plant and equipment (\$324,000 decrease)

These amounts are difficult to predict when the budget is set. Items include disposal of buildings, road surfaces, pavements, kerb and channels, footpaths, drains, right of ways and local area traffic management.

## 4.2 Balance sheet

The budgeted balance sheet shows the expected financial position at the end of the reporting year. This section of the *Budget* analyses the movements in assets (what is owned), liabilities (what is owed) and equity between the 2025–26 budget year and 2024–25 forecast. The ‘bottom line’ of this Statement is net assets which is the net worth of Council.

The change in net assets between two year’s budgeted balance sheet shows how the financial position has changed over that period which is described in more detail in the budgeted balance sheet. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which fall due in the next twelve months.

### Balance sheet key assumptions

In preparing the budgeted balance sheet for the year ended 30 June 2026 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- The total of rates and charges raised will be collected in the 2025–26 year.
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and amortisation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2024–25 levels.
- Proceeds from the sale of property, infrastructure, plant and equipment will be received in full in the 2025–26 year.
- Employee entitlements to be increased in line with the EA.
- Principal repayments on our loans are expected to be \$2.34 million.
- Lease liability and right of use assets calculation based on terms of existing leases.
- Defined Benefit Superannuation Scheme (for pre-1993 employees) continues to meet prudential requirements.

#### 4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits. These balances are projected to maintain relatively the same level with 2024–25 forecast mainly due to the improvement of net cash from operating activities and revised capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the Budget and other debtor balances are at acceptable levels.

Property, infrastructure, plant and equipment is the largest component of Council’s worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The increase in this balance is attributable to the net result of the

capital works program (\$33.79 million of new assets), depreciation of assets (\$30 million) and the net disposal of property, plant and equipment (\$1.4 million).

#### 4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only to increase marginally due to internal management of entitlements while factoring in an increase for *Enterprise Agreement* outcomes.

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 12 months and are therefore not available for discretionary spending.

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities as at 30 June.

One of the items which has placed additional pressure on Council's liquidity ratio is classification of leave entitlements. Notwithstanding most leave entitlements are not expected to be settled within 12 months, almost all leave entitlements are classified as current liability provisions in Council's balance sheet, placing greater pressure on the liquidity ratio.

<b>Liquidity Ratio (Working Capital)</b>					
	<b>Forecast</b>	<b>Budget</b>	<b>Projections</b>		
	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Current Assets</b>					
Cash and cash equivalents	54,845	55,106	47,171	41,748	30,219
Trade and other receivables	22,083	22,583	22,883	23,213	23,583
Other financial assets	6,063	6,063	3,113	3,113	3,113
<b>Total Current Assets</b>	<b>82,992</b>	<b>83,752</b>	<b>73,167</b>	<b>68,074</b>	<b>56,915</b>
<b>Current Liabilities</b>					
Trade and other payables	12,426	12,926	12,939	12,961	12,996
Trust funds and deposits	23,892	23,892	23,892	23,892	23,892
Contract and other liabilities	3,480	3,028	2,577	2,125	1,674
Provisions	14,780	14,780	15,067	15,375	15,710
Lease liabilities	606	537	182	330	340
Interest-bearing liabilities	2,343	2,959	4,112	5,023	5,237
<b>Total Current Liabilities</b>	<b>57,527</b>	<b>58,122</b>	<b>58,768</b>	<b>59,706</b>	<b>59,848</b>
<b>Working Capital</b>	<b>25,465</b>	<b>25,630</b>	<b>14,399</b>	<b>8,368</b>	<b>(2,933)</b>
<b>Working Capital Ratio</b>	<b>144.27%</b>	<b>144.10%</b>	<b>124.50%</b>	<b>114.02%</b>	<b>95.10%</b>



#### 4.2.3 Borrowings

Interest-bearing loans and borrowings are borrowings of Council. As per Council's *Borrowing Strategy*, Council is not planning to draw down new loans for the 2025–26 year. The balance of the borrowings is expected to be \$57.33 million as at 30 June 2026 and Council will make loan principal payments of \$2.34 million in the 2025–26 year.

The table below shows information on borrowings specifically required by the Regulations.

<b>Borrowings</b>					
	<b>Forecast 2024–25</b>	<b>Budget 2025–26</b>	<b>2026–27</b>	<b>Projections 2027–28</b>	<b>2028–29</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Amount borrowed as at 1 July	61,838	59,676	57,334	56,245	52,133
Amount proposed to be borrowed	-	-	2,165	-	-
Amount projected to be redeemed	(2,162)	(2,343)	(3,253)	(4,112)	(5,023)
<b>Amount of borrowings as at 30 June</b>	<b>59,676</b>	<b>57,334</b>	<b>56,245</b>	<b>52,133</b>	<b>47,110</b>

Borrowings must be carefully considered in accordance with sound financial management principles and the ability of Council to meet the relevant prudential requirements. Council intends to use borrowings to fund its strategic and major works within the *Capital Works Program* and are not to be used for ongoing operational expenditure.

#### 4.2.4 Other liabilities

Other liabilities represent the provision for environmental rehabilitation works for Council's share of the Regional Landfill Clayton South Joint Venture (21.1 per cent). These are the estimated costs associated with remediation of the site over a period of 28 years. Remediation is expected to be completed by 2045. The 2025–26 budget includes \$235,000 for post closure rehabilitation costs.

### 4.3 Statement of changes in Equity

#### 4.3.1 Reserves

The *Open Space Reserve* is budgeted to increase by \$4.9 million during the 2025–26 financial year. Council will reserve 2025–26 open space contribution of \$5 million for our main *Open Space Strategy* projects in our *Capital Works Program*.

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds have been reflected in Council's *Financial Plan* and any changes in future use of the funds will be made in the context of the future funding requirements set out in the *Financial Plan*.

Council approved its *Open Space Strategy* on 8 April 2014 refreshed by Council on 9 June 2020 following community consultation. Pursuant to Clause 52.01 of the Glen Eira Planning Scheme a person who proposes to subdivide land into three or more lots must make a contribution to Council for public open space.

#### 4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.

#### 4.4 Statement of cash flows

The budgeted statement of cash flows shows the expected cash movements during the budget year and the difference in the cash balance at the beginning and the end of the year. The net cash flows from operating activities, shows how much are expected to remain after providing day to day services to the community. Any surpluses from operating activities are invested in areas such as capital works.

The information in the budgeted statement of cash flows assists in the assessment of the ability of Council to generate cash flows, meet financial commitments as they fall due, including the servicing of borrowings, fund changes in the scope or nature of activities and obtain external finance. The budgeted statement of cash flows analyses the expected cash flows for the 2025–26 financial year.

The cash flow is based on three main categories. In summary these are:

##### 4.4.1 Net cash flows provided by/ (used in) operating activities

Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

The net cash flows from operating activities does not equal the surplus for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the statement of cash flows. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table:

Reconciliation of operating result and net cash from operating activities 30 June					
	Forecast	Budget	Projections		
	2024–25	2025–26	2026–27	2027–28	2028–29
	\$'000	\$'000	\$'000	\$'000	\$'000
Surplus	10,718	6,032	4,308	2,876	1,785
Movement in creditors	(1,200)	-	-	-	-
Income received in advance	(452)	(452)	(452)	(452)	(452)
Debt servicing costs	2,562	2,499	2,485	2,346	2,156
Loss on Disposal of property, infrastructure, plant and equipment	1,385	1,061	1,061	1,061	1,061
Depreciation and amortisation	28,827	29,989	30,280	30,781	31,823
<b>Cash Flows Available from Operating Activities</b>	<b>41,842</b>	<b>39,129</b>	<b>37,682</b>	<b>36,612</b>	<b>36,374</b>

Operating activities refer to the cash generated or used in the normal service delivery functions of Council. The decreased cash from operating activities is mainly due to high value of capital grants in 2024–25.

#### 4.4.2 Net cash flows provided by/ (used in) investing activities

Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment, etc.

The decrease in payments for investing activities from 2024–25 to 2025–26 is mainly due to the completion of Carnegie Memorial Swimming Pool.

#### 4.4.3 Net cash flows provided by/(used in) financing activities

Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

The outflow in financing activities represents payments to reduce loans and lease liabilities of \$2.9 million and interest payments for loans and leases of \$2.5 million.

#### 4.4.4 Cash and cash equivalents

The significance of budgeting cash flows for Council is that it is a key factor in setting the level of rates each year (governed by the rate cap) and providing a guide to the level of capital works expenditure that Council can sustain using existing cash reserves.

Funds held are mainly to cover current liabilities, as Council pays its creditors at the end of the month following the receipt of an invoice.

The budgeted statement of cash flows shows an improved cash position as compared to the 2024–25 annual forecast. In preparation for Council's 2025–26 *Budget*, Council has conducted a whole of organisation, operational efficiency mid-year review of the 2024–25 financials.

Overall, total cash and investments are forecast to increase by \$260,000 as at 30 June 2026.

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations as shown in the following table. Unrestricted cash and investments for the period ending June 2026 are estimated to be \$31 million.

Restricted and Unrestricted Cash and Investments			
	Forecast 2024–25	Budget 2025–26	Variance
	Inflow/(Outflow)	Inflow/(Outflow)	Inflow/(Outflow)
	\$'000	\$'000	\$'000
<b>Total Cash and Investments</b>	<b>54,845</b>	<b>55,106</b>	<b>260</b>
<b>Restricted Cash and Investments</b>			
Trust Funds and Deposits	(23,892)	(23,892)	-
<b>Unrestricted Cash and Investments</b>	<b>30,953</b>	<b>31,214</b>	<b>260</b>
Discretionary Reserves	(26,053)	(30,953)	(4,900)
<b>Unrestricted Cash adjusted for Discretionary Reserves</b>	<b>4,900</b>	<b>261</b>	<b>(4,640)</b>

Included in trust funds and deposits are:

- Residential Aged Care Deposits — relate to resident accommodation deposits for Council's nursing home at Warrawee. These deposits are to be refunded (less retention income) when residents leave the facility. These funds are to be invested in cash and term deposit accounts in accordance with the *Aged Care Act 1997*. Council is liable to repay deposits as and when required; and
- Refundable deposits — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Unrestricted cash and investments

These funds are free of statutory reserve funds and cash held to fund capital works expenditure from the previous financial year.

#### 4.5 Capital Works Program

The budgeted statement of capital works sets out all the expected capital expenditure in relation to non-current assets for the year. It also shows the amount of capital works expenditure which is expected to be expanding, renewing, or upgrading Council's asset base. This is important because each of these categories has a different impact on Council's future costs. The budget for new capital works projects for the 2025–26 financial year is \$27.17 million. The following tables show the total capital works from various views.

New Works	Forecast \$'000	Budget 2025–26 \$'000	Change	
			\$'000	%
Property	21,219	8,244	12,975	61.1%
Plant and Equipment	4,327	3,867	461	10.6%
Infrastructure	16,696	15,057	1,640	9.8%
<b>Total</b>	<b>42,243</b>	<b>27,167</b>	<b>15,075</b>	<b>35.7%</b>

#### 4.5.1 Property (\$8.2 million)

The property class comprises buildings and building improvements including community facilities, Municipal offices, sports facilities and pavilions.

#### 4.5.2 Plant and equipment (\$3.9 million)

Plant and equipment include plant, machinery and equipment, computers and telecommunications, and library collections.

#### 4.5.3 Infrastructure (\$15.1 million)

Infrastructure includes roads, footpaths, drainage works (in road reserves, sportsgrounds and irrigation) open space (includes open space initiatives, parks, playing surfaces and playground equipment), car parks and streetscape works (street beautification of Council's streets and shopping precincts).

#### 4.5.4 Asset renewal (\$14.63 million), upgrades (\$11.14 million) and new assets (\$7.9 million)

	Project Cost \$'000	Asset expenditure types				Funding Sources	
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Council Cash & Reserves \$'000
Property	8,244	50	3,113	5,081	-	4,200	4,044
Plant and Equipment	3,867	69	3,658	139	-	-	3,867
Infrastructure	15,057	5,396	6,528	3,032	100	2,524	12,533
<b>Total New Works</b>	<b>27,167</b>	<b>5,516</b>	<b>13,300</b>	<b>8,252</b>	<b>100</b>	<b>6,724</b>	<b>20,444</b>
Carried forward capital works from 2024–25	6,624	2,401	1,334	2,889	-	1,993	4,631
<b>Total Capital Works Expenditure</b>	<b>33,791</b>	<b>7,917</b>	<b>14,634</b>	<b>11,141</b>	<b>100</b>	<b>8,717</b>	<b>25,075</b>

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

#### 4.5.5 Funding sources

##### Grants — Capital

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Below are the project related grants factored into the *Budget*.

Capital grants relating to New Works are \$6.7 million. The total capital grants for the financial year are expected to be \$8.7 million, which includes final payments of grants relating to prior year works. Council will continue to advocate for grant funding on a project-by-project basis.

##### Council cash

Council generates cash from its operating activities, which is used as a funding source for the *Capital Works Program*. It is forecast that \$20.44 million will come out of Council cash (including reserves) to fund the New Works of the 2025–26 *Capital Works Program*. Refer to Appendix B and C for detailed listings of 2025–26 Capital Works projects.

### Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's performance statement in the *Annual Report*.

#### Targeted performance indicators — Services

Indicator	Measure	Notes	Actual 2023-24	Forecast Actual 2024-25	Target 2025-26	Target Projections			Trend
						2026-27	2027-28	2028-29	+/-
<i>Governance</i>									
<b>Consultation and engagement</b> (Council decisions made and implemented with community input)	<b>Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council		55	60	62	64	66	68	+
<i>Roads</i>									
<b>Condition</b> (sealed local roads are maintained at the adopted condition standard)	<b>Sealed local roads below the intervention level</b> Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads		86.77%	82.16%	82.00%	82.00%	82.00%	82.00%	o
<i>Statutory planning</i>									
<b>Service standard</b> (planning application processing and decisions are in accordance with legislative requirements)	<b>Planning applications decided within the relevant required time</b> Number of planning application decisions made within the relevant required time / Number of planning application decisions made		86.99%	82.50%	80.00%	80.00%	8.00%	80.00%	o
<i>Waste management</i>									
<b>Waste diversion</b> (amount of waste diverted from landfill is maximised)	<b>Kerbside collection waste diverted from landfill</b> Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins		60.66%	60.00%	60.00%	60.00%	61.00%	61.00%	o

Targeted performance indicators — Financial

Indicator	Measure	Notes	Actual 2023-24	Forecast Actual 2024-25	Target 2025-26	Target Projections			Trend
						2026-27	2027-28	2028-29	+/-
<i>Liquidity</i>									
<b>Working Capital</b> (sufficient working capital is available to pay bills as and when they fall due)	<b>Current assets compared to current liabilities</b> Current assets / current liabilities	1	147%	144%	144%	125%	114%	95%	-
<i>Obligations</i>									
<b>Asset renewal</b> (assets are renewed as planned)	<b>Asset renewal compared to depreciation</b> Asset renewal and upgrade expense / Asset depreciation	2	215%	124%	89%	55%	84%	84%	-
<i>Stability</i>									
<b>Rates concentration</b> (revenue is generated from a range of sources)	<b>Rates compared to adjusted underlying revenue</b> Rate revenue / adjusted underlying revenue	3	67.59%	67.22%	67.33%	67.41%	68.08%	68.43%	o
<i>Efficiency</i>									
<b>Expenditure level</b> (resources are used efficiently in the delivery of services)	<b>Expenses per property assessment</b> Total expenses / no. of property assessments		\$2,812.19	\$2,942.77	\$3,052.90	\$3,062.21	\$3,101.10	\$3,177.58	o
<i>Operating position</i>									
<b>Adjusted underlying result</b> (an adjusted underlying surplus is generated in the ordinary course of business)	<b>Adjusted underlying surplus (or deficit)</b> Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4	0.05%	(0.33%)	(1.22%)	0.76%	0.93%	0.44%	o
<i>Liquidity</i>									
<b>Unrestricted cash</b> (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	<b>Unrestricted cash compared to current liabilities</b> Unrestricted cash / current liabilities		10.46%	(0.81%)	2.62%	1.65%	(11.72%)	(34.11%)	-



## Targeted performance indicators — Financial(continued)

Indicator	Measure	Notes	Actual 2023-24	Forecast Actual 2024-25	Target 2025-26	Target Projections			Trend +/-
						2026-27	2027-28	2028-29	
<i>Obligations</i>									
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings compared to rates</b> Interest bearing loans and borrowings / rate revenue	5	45.11%	41.89%	38.75%	36.81%	33.03%	28.89%	+
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings repayments compared to rates</b> Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.43%	3.25%	3.23%	3.71%	4.06%	4.37%	-
<b>Indebtedness</b> (level of long term liabilities is appropriate to the size and nature of a Council's activities)	<b>Non-current liabilities compared to own-source revenue</b> Non-current liabilities / own source revenue		37.72%	34.48%	31.08%	28.98%	27.19%	23.80%	+
<i>Stability</i>									
<b>Rates effort</b> (rating level is set based on the community's capacity to pay)	<b>Rates compared to property values</b> Rate revenue / CIV of rateable properties in the municipal district		0.16%	0.16%	0.16%	0.15%	0.15%	0.15%	o
<i>Efficiency</i>									
<b>Revenue level</b> (resources are used efficiently in the delivery of services)	<b>Average rate per property assessment</b> General rates and municipal charges / no. of property assessments		\$1,522.04	\$1,592	\$1,641	\$1,684	\$1,729	\$1,776	o
<b>Key to Target Trend:</b> + increase in Council's overall targets o maintaining Council's overall targets - decrease in Council's overall targets									

Notes to Financial Performance Indicators (LGPRF)

## 1. Working capital

This is the proportion of current liabilities represented by current assets and measures the ability to pay existing liabilities in the next 12 months. A ratio of more than 100 per cent means there are more short-term assets than short-term liabilities.

Council needs to ensure working capital is maintained such that sufficient cash reserves are available to meet normal cash flow requirements.

The trend of working capital is forecast to be above 100 per cent in the long term.

Council should hold sufficient cash to cover 'Restricted Assets' such as: Residential Aged Care Deposits and Contract Deposits. Council's current cash reserves is yet to recoup our restricted assets. Council aims to cash back its reserves by 2026–27 but further intervention is required in the years following to build the resilience necessary to respond to risk and unknown factors — many of which are outside of Council's control.

## 2. Asset renewal

This percentage indicates the extent of Council's renewal and upgrade expenditure on new capital works projects against its depreciation charge.

## 3. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will still be consistently reliant on rate revenue compared to all other revenue sources.

## 4. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. In 2025–26 this indicator is estimated to fall below zero however it is expected to be improved over the subsequent years.

## 5. Loans and borrowings

This indicator measures the appropriate level of interest-bearing loans and borrowings to fund Council's strategic projects. New borrowings will affect this indicator. The trend going downwards indicates Council is prudent with new borrowings in future years.

## Plan appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in this report. Statutory disclosures are in accordance with the *Local Government 2020*, *Local Government (Planning and Reporting) Regulations 2020* and Local Government Model Financial Report.

This information has not been included in the main body of the *Budget* in the interests of clarity and conciseness. Council has decided that whilst the budget needs to focus on the important elements of the *Budget* and provide appropriate analysis, the detail upon which the *Budget* is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below: The contents of the appendices are summarised below:

Appendix	Nature of information
<b>A</b>	Budget processes
<b>B</b>	Capital Works Program (as required by the Local Government Regulations)
<b>C</b>	New Capital Works Program
<b>D</b>	Summary of planned capital works expenditure
<b>E</b>	Schedule of user charges and other fees
<b>F</b>	Schedule of Glen Eira Leisure user charges and other fees

## Appendix A — Budget process

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 2020* (the *Act*) and Local Government (Planning and Reporting) Regulations 2020 (the Regulations).

As required by *Act*, Council undertook community engagement for the preparation of the Budget in accordance with its engagement practices. These practices are outlined in Council's *Community Engagement Policy*.

In February 2025 Council endorsed a multi-phased communication and engagement program called Our Place, Our Plan which includes a number of phases of engagement with the broad community, with underrepresented groups, with key stakeholders and through a deliberative panel process. At its 29 April 2025 ordinary Council meeting, Council resolved to exhibit the draft 2025-26 *Budget* between 30 April and 18 May to check back in with the community and seek further feedback. The 2025-26 *Budget* has been informed by the community's feedback during these phases of Our Place, Our Plan.

Under the *Act*, Council is required to prepare and adopt a budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the *Act*.

The 2025-26 *Budget* is for the year 1 July 2025 to 30 June 2026 and is prepared in accordance with the *Act* and submitted to Council for approval by 30 June. The *Budget* includes financial statements being a comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows and statement of capital works.

These statements have been prepared for the year ending 30 June 2026 in accordance with the *Act* and Regulations and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The *Budget* also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires to make an informed decision about the adoption of the Budget.

With the introduction of the Victorian Government's Rate Capping legislation in 2015, councils are capped to a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). Glen Eira City Council has determined not to apply for a rate cap variation for the 2025-26 *Budget*.

## Appendix B: 2025-2026 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2025-26 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

Project Name			Location			2025-26 Budget Allocation			Asset Expenditure Types				Funding Sources	
									Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
PROPERTY														
Buildings														
Carnegie Memorial Swimming Pool	Carnegie Memorial Swimming Pool		\$ 100,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000					
Mackie Road Reserve Pavilion	Mackie Road Reserve		\$ 4,500,000	\$ -	\$ 4,500,000	\$ -	\$ -	\$ 2,700,000	\$ 1,800,000					
Carnegie Library	Shepparson Avenue, Carnegie		\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000					
Getting off gas - Council facilities	Carnegie Library; Caulfield Park - Pavilion no. 2; EE Gunn Reserve - Pavilion and Grandstand; East Benteleigh Senior Citizens Centre; Marlborough Street Reserve - Pavilion; McKinnon Kindergarten and MCH; Princes Park - DC Bricker Pavilion.		\$ 566,980	\$ 566,980	\$ -	\$ -	\$ -	\$ -	\$ 566,980					
Getting off gas - GESAC	GESAC		\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -					
Superstructure (Buildings) Component Renewal	Glen Huntly Reserve Pavilion / Additional locations TBA based on upcoming audit		\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000					
External Component Renewal	Bentleigh Hodgson Reserve - Main Pavilion, Bentleigh McKinnon Youth Centre, Carnegie multipurpose		\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000					
Independent Living Unit renewals (ILU)	Refurbishment of Independent Living Units as they become available		\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000					
Mechanical Component Renewal	Moorleigh Community Village / Other sites TBA		\$ 210,000	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ 210,000					
Fire Component Renewal	Warrawee Community		\$ 11,358	\$ -	\$ 11,358	\$ -	\$ -	\$ -	\$ 11,358					
Hydraulic Component Renewal - Amenities Upgrades	Glen Huntly Reserve Pavilion, Caulfield Park Depot, EE Gunn Baseball pavilion, additional locations TBA		\$ 106,050	\$ 106,050	\$ -	\$ -	\$ -	\$ -	\$ 106,050					
Floor covering - Renewal	Bentleigh Hodgson Reserve, Main Pavilion, Bentleigh Hodgson Reserve, McKinnon Youth and Community Hall, Elsternwick Library, Centenary Park Pavilion, McKinnon Hall. Additional location TBA based on current condition audit		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000					
Roof - Renewal	Bailey Reserve soccer pavilion. Additional locations TBA based on audit results		\$ 41,647	\$ 41,647	\$ -	\$ -	\$ -	\$ -	\$ 41,647					
Disability Discrimination Act (DDA) Works	McKinnon Hall - Public Hall, Moorleigh Community Village (Centre Wing ramps), Glover Street Kindergarten		\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000					
Security Component Renewal	Town hall lockdown door improvements, Carnegie Library safe roof access, Warrawee Community CCTV cameras		\$ 20,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 20,000					
Renewal and Upgrade works for Senior Citizens Centres	Moorleigh Village		\$ 53,060	\$ 53,060	\$ -	\$ -	\$ -	\$ -	\$ 53,060					
TOTAL PROPERTY			\$ 8,244,095	\$ 3,112,737	\$ 5,081,358	\$ -	\$ 50,000	\$ 4,200,000	\$ 4,044,095					

## Appendix B: 2025-2026 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2025-26 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

			Asset Expenditure Types				Funding Sources	
Project Name	Location	2025-26 Budget Allocation	Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
<b>PLANT AND EQUIPMENT</b>								
<b>Plant, Machinery and Equipment</b>								
GESAC - Asset Management Plan Renewal	Glen Eira Sports and Aquatic Centre	\$ 683,041	\$ 683,041	\$ -	\$ -	\$ -	\$ -	\$ 683,041
CMSP- Asset Management Plan Renewal	Carnegie Memorial Swimming Pool	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Fleet and Plant Replacement Program	All Council sites	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
<b>Total Plant, Machinery and Equipment</b>			\$ 1,808,041	\$ -	\$ -	\$ -	\$ -	\$ 1,808,041
<b>Computers and Telecommunications</b>								
IT Hardware Renewals	All Council sites	\$ 877,200	\$ 877,200	\$ -	\$ -	\$ -	\$ -	\$ 877,200
<b>Total Computers and Telecommunications</b>			\$ 877,200	\$ -	\$ -	\$ -	\$ -	\$ 877,200
<b>Library Books and Materials</b>								
Purchase of library collections	Bentleigh Library, Carnegie Library, Caulfield Library and Elsternwick Library	\$ 605,412	\$ 605,412	\$ -	\$ -	\$ -	\$ -	\$ 605,412
<b>Other Plant and Equipment</b>								
Minor FF&E - Renewal	Purchases will be on a as-needed basis	\$ 69,631	\$ 34,816	\$ 34,816	\$ -	\$ -	\$ -	\$ 69,631
GEL - Furniture and Equipment Renewal	Caulfield Recreation Centre and Glen Eira Sports and Aquatic Centre	\$ 233,000	\$ 233,000	\$ -	\$ -	\$ -	\$ -	\$ 233,000
CMSP- Replacement of FF&E	Carnegie Memorial Swimming Pool	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Residential Aged Care Services - Furniture and Equipment	Warrahee Community	\$ 173,400	\$ -	\$ 104,040	\$ -	\$ 69,360	\$ -	\$ 173,400
<b>Total Other Plant and Equipment</b>			\$ 576,031	\$ 138,856	\$ -	\$ 69,360	\$ -	\$ 576,031
<b>TOTAL PLANT AND EQUIPMENT</b>			\$ 3,866,684	\$ 138,856	\$ -	\$ 69,360	\$ -	\$ 3,866,684

## Appendix B: 2025-2026 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2025-26 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

Project Name	Location	2025-26 Budget Allocation	Asset Expenditure Types				Funding Sources	
			Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
INFRASTRUCTURE								
Roads								
Integrated Transport Strategy Actions	Glen Eira College and Coatesville Primary School	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000
Green Line	Connection between Gardenvale Station and Hotham Street, Elsternwick along the Sandringham train line	\$ 50,000	\$ -	\$ 30,000	\$ -	\$ 20,000	\$ -	\$ 50,000
Cross Intersection Safety	1. Sandham Street / St Georges Road roundabout, Elsternwick. 2. Patterson Road / Twisden Road / Dicken Street roundabout, Bentleigh. 3. Location TBC	\$ 50,000	\$ -	\$ 33,500	\$ -	\$ 16,500	\$ -	\$ 50,000
Pedestrian Safety	1. Patterson Road / Allnut Street / Mitchell Street roundabout, Bentleigh. 2. McCombie Street intersection with Glen Huntly Road.	\$ 285,000	\$ -	\$ 142,500	\$ -	\$ 142,500	\$ -	\$ 285,000
School Safety	1. Trevelyan Street / Gladstone Parade, Elsternwick. 2. Sandham Street / Elizabeth Street, Elsternwick. 3. Sinclair Street / St Georges Road, Elsternwick. 4. Sinclair Street / Regent Street, Elsternwick. 5. Gladstone Street / Carlingford Street / Victoria Street, Elsternwick. 6. Beavis Street / King Street, Elsternwick. 7. East Bentleigh and Murrumbeena primary schools.	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
Road Reconstruction Program	Maple Street, Caulfield South Lord Street, Caulfield East	\$ 1,012,000	\$ 809,600	\$ 202,400	\$ -	\$ -	\$ 677,913	\$ 334,087
Road Reconstruction Program, Coorigil Road – Design Review	Coorigil Road, Carnegie	\$ 50,000	\$ 40,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 50,000
Local Road Resurfacing Program	Various roads - based on condition assessment and validated yearly	\$ 1,697,112	\$ 1,697,112	\$ -	\$ -	\$ -	\$ -	\$ 1,697,112
Kerb and Channel Renewal Program	Various- based on customer complaints/road resurfacing and prioritising with budget allocation	\$ 330,000	\$ 313,500	\$ 16,500	\$ -	\$ -	\$ -	\$ 330,000
School Safety	Marara Road / Narrawong Road, Caulfield South	\$ 196,750	\$ -	\$ -	\$ -	\$ 196,750	\$ 196,750	\$ -
Coatesville Primary School, Bentleigh East	Mackie Road, Beddoe Avenue, Cecil Street, Warwick Street, Bentleigh East	\$ 708,648	\$ -	\$ -	\$ -	\$ 708,648	\$ 708,648	\$ -
Glen Huntly Road, Elsternwick	Glen Huntly Road, Elsternwick across Ripon Grove, Gordon Street, Staniland Grove and Carre Street	\$ 467,436	\$ -	\$ -	\$ -	\$ 467,436	\$ 467,436	\$ -
Total Roads		\$ 5,126,946	\$ 2,860,212	\$ 434,900	\$ -	\$ 1,831,834	\$ 2,050,747	\$ 3,076,199
Footpaths								
Shopping Centre Safety	1. Patterson Road underpass at Patterson railway bridge, Bentleigh. 2. Robert Street intersection with Centre Road, Bentleigh. 3. Mitchell Street intersection with Centre Road, Bentleigh. 4. Vickery Street intersection with Centre Road, Bentleigh. 5. Bent Street intersection with Centre Road, Bentleigh.	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
Footpath Program - Renewal and Upgrade	Various Work Areas based on Asset Condition Inspections reviewed yearly	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Total Footpaths		\$ 2,600,000	\$ 2,500,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 2,600,000

## Appendix B: 2025-2026 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2025-26 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

Project Name			Location			2025-26 Budget Allocation	Asset Expenditure Types				Funding Sources	
							Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Drainage												
Drainage Improvement Program	Glen Eira Road, Caulfield East Boundary Road, Bentleigh East		\$ 1,166,700	\$ 291,675	\$ 875,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,166,700
Minor Drainage Program	Various - based on customer complaints and prioritising with budget allocation		\$ 100,000	\$ 25,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total Drainage			\$ 1,266,700	\$ 316,675	\$ 950,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,266,700
Parks and Open Space												
Elsternwick Staniland Grove - Streetscape Upgrade	Staniland Grove, Elsternwick		\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Caulfield Cycling Link - Queens Avenue to the Djerring Trail	Caulfield		\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000
Carnegie Masterplan - Design and Stage 1 delivery	Carnegie		\$ 450,000	\$ -	\$ 90,000	\$ -	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Active Recreation Facility Program - FY2025-26	Murrumbeena Park (Bute Street Carpark)		\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Cricket Net Upgrade Program	Packer Park, Leila Road, Carnegie		\$ 550,000	\$ -	\$ 137,500	\$ -	\$ 412,500	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Open Space Strategy Implementation - Implementation of Master Plans (Lord Reserve/Koornang Park Master Plan)	Lord Reserve/Koornang Park		\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Playground Upgrade Program	Glen Huntly Park		\$ 200,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
New Open Space - The Elsternwick Club	19 Sandham Street, Elsternwick		\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Elsternwick Staniland Grove - Public Toilet Block Upgrade	Staniland Grove, Elsternwick		\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Town Hall (Civic) Precinct Masterplan	Town Hall (Civic) Precinct		\$ 79,500	\$ -	\$ -	\$ -	\$ 79,500	\$ -	\$ -	\$ -	\$ -	\$ 79,500
Urban Forest Strategy (UFS) Implementation	Parks Include: Caulfield Park, Centenary Park, King George Reserve, Marara Reserve, Princes Park, EE Gunn Reserve, Packer Park, Boyd Park, Mallanbool Reserve, Rosanna Street Reserve.  Streets Include: Mulgrave Street, Eastaway Street, Parkside Street, Watson Road, Horne Street.		\$ 550,000	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Elster Creek - Stormwater Improvement Initiative	Municipality wide		\$ 90,000	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Replacement of Aged Infrastructure in Parks	Various		\$ 146,457	\$ 146,457	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 146,457
Minor Playground Upgrade Program	Victory Park Greenmeadows Packer Park		\$ 154,122	\$ 77,061	\$ 77,061	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,122
Synthetic cricket wickets and winter covers	Glen Huntly Reserve King George Reserve Bailey Reserve		\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000



## Appendix B: 2025-2026 Capital Works Program

The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2025-26 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.

Project Name	Location	2025-26 Budget Allocation	Asset Expenditure Types				Funding Sources	
			Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$	Council Cash \$
Park Furniture and Infrastructure Program - New	Various. Sites currently being assessed	\$ 120,000	\$ -	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 120,000
Replacement of shade sails	Koornang Park	\$ 17,926	\$ 17,926	\$ -	\$ -	\$ -	\$ -	\$ 17,926
Rubber surface within Playgrounds	Caulfield Park Bentleigh Hodgson Joyce Park	\$ 71,000	\$ -	\$ 71,000	\$ -	\$ -	\$ -	\$ 71,000
Granitic Gravel Paths - Renewal	Caulfield Park Murrumbeena Duncan Mackinnon Joyce Park	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Shelter - Renewal	Koornang Park	\$ 100,000	\$ 75,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 100,000
Irrigation Upgrade garden beds	Greenmeadows Gardens	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Irrigation Upgrade - Sportsfields	Murrumbeena Oval 1	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
Minor Park Improvements	Packer Park, Caulfield Lake, Garden Avenue Reserve and Spring Road Reserve	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Parks and Open Space Signage Renewal	Various locations	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Orange Street Dog Park Delivery	Mackie Road Reserve	\$ 378,311	\$ -	\$ -	\$ -	\$ 378,311	\$ 239,155	\$ 139,156
<b>Total Parks and Open Space</b>		<b>\$ 4,632,317</b>	<b>\$ 721,445</b>	<b>\$ 1,270,561</b>	<b>\$ 100,000</b>	<b>\$ 2,540,311</b>	<b>\$ 289,155</b>	<b>\$ 4,343,162</b>
<b>Car Parks</b>								
Parking Spaces in our Places	Glen Eira Activity Centres	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
Bike Parking Implementation	Municipality wide	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
Disabled parking Upgrades	Various locations / off-street car parks.	\$ 50,000	\$ -	\$ 10,000	\$ -	\$ 40,000	\$ -	\$ 50,000
Car Park Renewal Program	Carnegie Library (Design)	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>Total Car Parks</b>		<b>\$ 320,000</b>	<b>\$ 100,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ 320,000</b>
<b>Streetscapes</b>								
Cycling Action Plan	Frankston Rail Trail	\$ 233,600	\$ -	\$ -	\$ -	\$ 233,600	\$ 83,600	\$ 150,000
Bentleigh Streetscape Redevelopment (Better Streets, Better Places)	Centre Road, Bentleigh	\$ 402,000	\$ -	\$ 321,600	\$ -	\$ 80,400	\$ -	\$ 402,000
Carnegie Laneways	Carnegie	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ 75,000
Placemaking Projects	Various locations	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000

Appendix B: 2025-2026 Capital Works Program								
The table in the following pages represents a listing of the capital works projects that will be undertaken for the 2025-26 year. The capital works projects are grouped in relation to non-current asset classes and set out asset expenditure type (i.e. renewal, upgrade, expansion and new). This disclosure is required by the Regulations.								
Project Name		Location	2025-26 Budget Allocation	Asset Expenditure Types				Funding Sources
				Renewal \$	Upgrade \$	Expansion \$	New \$	Grants \$ Council Cash \$
Activity Centre - Streetscape Projects General	Various locations		\$ 150,000	\$ 30,000	\$ 45,000	\$ -	\$ 75,000	\$ - \$ 150,000
Better Streets, Better Places – design fund	Various locations		\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000 \$ -
Total Streetscapes			\$ 1,110,600	\$ 30,000	\$ 366,600	\$ -	\$ 714,000	\$ 183,600 \$ 927,000
TOTAL INFRASTRUCTURE			\$ 15,056,563	\$ 6,528,332	\$ 3,032,086	\$ 100,000	\$ 5,396,145	\$ 2,523,502 \$ 12,533,061
Total 2025-2026 New Works			\$ 27,167,343	\$ 13,299,538	\$ 8,252,300	\$ 100,000	\$ 5,515,505	\$ 6,723,502 \$ 20,443,841
Estimated value of projects being carried forward from the 2024-25 year			\$ 6,624,097	\$ 1,334,177	\$ 2,888,600	\$ -	\$ 2,401,320	\$ 1,993,343 \$ 4,630,754
Total 2025-2026 Capital Works Program			\$ 33,791,440	\$ 14,633,715	\$ 11,140,900	\$ 100,000	\$ 7,916,825	\$ 8,716,845 \$ 25,074,595

## Appendix C: 2025-26 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2025-26 year.

The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Project Name	Description	Location	2025-26 Budget Allocation \$	Grants \$
<b>PLACE</b>				
Cycling Action Plan	Deliver cycling infrastructure projects - Stage 1 (of 3) Frankston Rail Trail including traffic calming devices and wayfinding to improve the safety of all road users. This project is partially funded by the Active Transport Fund.	Frankston Rail Trail	\$ 233,600	\$ 83,600
Integrated Transport Strategy Actions	Deliver a number of low-cost, high impact projects, prioritising safety around schools. 1. Collaborating with Glen Eira College to identify and address local issues 2. Securing funding to enhance safety around Coatesville Primary School, complementing TAC grant works.	Glen Eira College and Coatesville Primary School	\$ 80,000	\$ -
Green Line	Deliver minor improvements to improve walking and cycling accessibility along the Green Link.	Connection between Gardenvale Station and Hotham Street, Elsternwick along the Sandringham train line	\$ 50,000	\$ -
Bentleigh Streetscape Redevelopment (Better Streets, Better Places)	Deliver improvements to Bentleigh Streetscape focusing on landscaping, footpaths, and street furniture upgrades. This project is partially funded by the Active Transport Fund.	Centre Road, Bentleigh	\$ 402,000	\$ -
Elsternwick Staniland Grove - Streetscape Upgrade	Complete streetscape upgrades to Staniland Grove, featuring new pavement treatment, additional landscaping, removing barrier fencing, eliminating footpath pinch points, and adding wayfinding signage.	Staniland Grove, Elsternwick	\$ 350,000	\$ -
Caulfield Cycling Link - Queens Avenue to the Djerring Trail	Full Project completion subject to grant funding - This project is partially funded by the Active Transport Fund and will deliver a detailed design for intersection upgrades and cycling link improvements.	Caulfield	\$ 150,000	\$ 50,000
Carnegie Laneways	Complete minor enhancements to improve safety and aesthetics of rear laneways behind shops, including lighting, wayfinding/public art, paving, and infrastructure upgrades to reduce rubbish impacts.	Carnegie	\$ 75,000	\$ -
Carnegie Masterplan - Design and Stage 1 delivery	Deliver improvements to the kerb outstands on Koornang Road as part of stage 1 of the streetscape revitalisation project, with new pavement, repainted crossings, new street furniture, replaced lights, new landscaping/trees.	Carnegie	\$ 450,000	\$ -
Placemaking Projects	Deliver Placemaking Strategy Year 3 Actions, such as artistic treatments to rail line bridge abutments and underpasses in Caulfield, installing semi-permanent signage for the Boyd Family walking tour, and minor improvements.	Various locations	\$ 150,000	\$ -
Activity Centre - Streetscape Projects General	Deliver minor upgrades to enhance the look and feel of activity centres, for example new signage and garden bed improvements.	Various locations	\$ 150,000	\$ -
Better Streets, Better Places – design fund	Better Streets, Better Places – streetscape design for activity centres as part of the Active Transport Fund.	Various locations	\$ 100,000	\$ 100,000
<b>TOTAL PLACE</b>			<b>\$ 2,190,600</b>	<b>\$ 233,600</b>

## Appendix C: 2025-26 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2025-26 year.

The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Project Name	Description	Location	2025-26 Budget Allocation \$	Grants \$
<b>RECREATION &amp; OPEN SPACE</b>				
Active Recreation Facility Program - FY2025-26	Works include a review of the master plan, community consultation and completion of the design.	Murrumbeena Park (Bute Street Carpark)	\$ 75,000	\$ -
Cricket Net Upgrade Program	The existing cricket nets at Packer Park are reaching end of life and require full replacement. This project will upgrade the existing 3-bay cricket net training facility to a 5-bay multipurpose facility with a basketball ring and futsal goals. The project also includes relocation of the existing golf cage facility.	Packer Park, Leila Road, Carnegie	\$ 550,000	\$ -
Open Space Strategy Implementation - Implementation of Master Plans (Lord Reserve/Koornang Park Master Plan)	Review of the masterplan and scope following the opening of Carnegie Memorial Swimming Pool.	Lord Reserve/Koornang Park	\$ 100,000	\$ -
Playground Upgrade Program	Playground upgrade and refresh for Glen Huntly playground will focus on improving accessibility and safety while ensuring compliance with current standards. The plan includes the installation of simple, off-the-shelf equipment that is cost-effective, providing an accessible and enjoyable space for all users.	Glen Huntly Park	\$ 200,000	\$ -
New Open Space - The Elsternwick Club	Complete site investigations, building feasibility and develop a concept plan.	19 Sandham Street, Elsternwick	\$ 125,000	\$ -
Elsternwick Staniland Grove - Public Toilet Block Upgrade	Complete public toilet upgrade to augment the Streetscape Design project, contributing to the overall precinct upgrade in this street.	Staniland Grove, Elsternwick	\$ 300,000	\$ -
Parking Spaces in our Places	Funding to review and identify appropriate areas for the implementation of paid parking.	Glen Eira Activity Centres	\$ 150,000	\$ -
Town Hall (Civic) Precinct Masterplan	Strategic site recommendation Masterplan for civic precinct. This budget allocation will go towards feasibility/testing.	Town Hall (Civic) Precinct	\$ 79,500	\$ -
Orange Street Dog Park Delivery	Council has received a \$239,155 State Government Grant for the construction of a Dog Park at Orange Street, Bentleigh East.	Mackie Road Reserve	\$ 378,311	\$ 239,155
<b>TOTAL RECREATION AND OPEN SPACE</b>			<b>\$ 1,957,811</b>	<b>\$ 239,155</b>
<b>COMMUNITY FACILITIES</b>				
Carnegie Memorial Swimming Pool	Finalise project closure.	Carnegie Memorial Swimming Pool	\$ 100,000	\$ -
Mackie Road Reserve Pavilion	Construction of the pavilion, following the detailed design stage.	Mackie Road Reserve	\$ 4,500,000	\$ 2,700,000
Carnegie Library	Review and provide options for facility improvements.	Shepparson Avenue, Carnegie	\$ 50,000	\$ -
<b>TOTAL COMMUNITY FACILITIES</b>			<b>\$ 4,650,000</b>	<b>\$ 2,700,000</b>

## Appendix C: 2025-26 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2025-26 year.

The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Project Name	Description	Location	2025-26 Budget Allocation \$	Grants \$
<b>CLIMATE AND SUSTAINABILITY</b>				
Urban Forest Strategy (UFS) Implementation	Introduce new canopy trees and planting in streetscapes, parks, and biodiversity sites across the municipality.	Parks Include: Caulfield Park, Centenary Park, King George Reserve, Marara Reserve, Princes Park, EE Gunn Reserve, Packer Park, Boyd Park, Mallanbool Reserve, Rosanna Street Reserve.  Streets Include: Mulgrave Street, Eastaway Street, Parkside Street, Watson Road, Horne Street.	\$ 550,000	\$ -
Elster Creek - Stormwater Improvement Initiative	Design improved stormwater quality assets, including a gross pollutant trap.	Municipality wide	\$ 90,000	\$ -
Bike Parking Implementation	Upgrade parking infrastructure to support active travel.	Municipality wide	\$ 20,000	\$ -
Getting off gas - Council facilities	Complete priority council sites.	Carnegie Library; Caulfield Park - Pavilion no. 2; EE Gunn Reserve - Pavilion and Grandstand; East Bentleigh Senior Citizens Centre; Marlborough Street Reserve - Pavilion; McKinnon Kindergarten and MCH; Princes Park - DC Bricker Pavilion.	\$ 566,980	\$ -
Getting off gas - GESAC	Complete design, tendering, and progress construction.	GESAC	\$ 1,500,000	\$ 1,500,000
<b>TOTAL CLIMATE AND SUSTAINABILITY</b>			<b>\$ 2,726,980</b>	<b>\$ 1,500,000</b>
<b>COMMUNITY SAFETY</b>				
Cross Intersection Safety	Redesign roundabout with wombat crossings (Design only). Install speed cushions at cross intersection (Construction).	1. Sandham Street / St Georges Road roundabout, Elsternwick. 2. Patterson Road / Twisden Road / Dicken Street roundabout, Bentleigh. 3. Location TBC	\$ 50,000	\$ -
Pedestrian Safety	Relocate crossings and build splitter islands for pedestrian safety (Construction). Raise intersections at minor roads to align footpaths and reduce vehicle speeds (Construction).	1. Patterson Road / Allnut Street / Mitchell Street roundabout, Bentleigh. 2. McCombie Street intersection with Glen Huntly Road.	\$ 285,000	\$ -
School Safety	1-4. Construct splitter islands at intersections. 5. Design raised intersections and crossings. 6. Design wombat crossings. 7. Conduct school road safety audits within 400m of schools.	1. Trevelyan Street / Gladstone Parade, Elsternwick. 2. Sandham Street / Elizabeth Street, Elsternwick. 3. Sinclair Street / St Georges Road, Elsternwick. 4. Sinclair Street / Regent Street, Elsternwick. 5. Gladstone Street / Carlingford Street / Victoria Street, Elsternwick. 6. Beavis Street / King Street, Elsternwick. 7. East Bentleigh and Murrumbeena primary schools.	\$ 200,000	\$ -

## Appendix C: 2025-26 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2025-26 year.

The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Project Name	Description	Location	2025-26 Budget Allocation \$	Grants \$
Shopping Centre Safety	1. Widen the footpath on the north side of the road at the station entrance (Design only). 2-5. Raise intersections at minor roads to align footpaths and reduce vehicle speeds (Design only).	1. Patterson Road underpass at Patterson railway bridge, Bentleigh. 2. Robert Street intersection with Centre Road, Bentleigh. 3. Mitchell Street intersection with Centre Road, Bentleigh. 4. Vickery Street intersection with Centre Road, Bentleigh. 5. Bent Street intersection with Centre Road, Bentleigh.	\$ 100,000	\$ -
Disabled parking Upgrades	Review and upgrade existing disabled parking, adding new spaces for disabled, seniors, and parents with prams as per the 2020 Parking Policy.	Various locations / off-street car parks.	\$ 50,000	\$ -
School Safety	To construct a wombat crossing on the western leg and speed cushions on the southern and eastern legs, with associated lighting, linemarking signage changes.	Marara Road / Narrawong Road, Caulfield South	\$ 196,750	\$ 196,750
Coatesville Primary School, Bentleigh East	1. Construct four raised threshold crossings across Cecil Street near Beddoe Avenue, Cecil Street near Warwick Street, Beddoe Avenue near Mackie Road and Warwick Street near Mackie Road. 2. Construct a raised safety platform at the existing pedestrian operated signals outside No.38 Mackie Road 3. Convert the at-grade school crossing in Cecil Street to a wombat crossing 4. Construct a flat-top road hump outside No.5 Cecil Street 5. Lighting upgrades to meet relevant requirements	Mackie Road, Beddoe Avenue, Cecil Street, Warwick Street, Bentleigh East	\$ 708,648	\$ 708,648
Glen Huntly Road, Elsternwick	To construct four raised threshold crossings. This project was identified in the Elsternwick Structure Plan 2023 and the Walking and Accessibility Action Plan to improve pedestrian amenity, walkability and accessibility.	Glen Huntly Road, Elsternwick across Ripon Grove, Gordon Street, Staniland Grove and Carre Street	\$ 467,436	\$ 467,436
<b>TOTAL COMMUNITY SAFETY</b>			<b>\$ 2,057,834</b>	<b>\$ 1,372,834</b>
<b>RENEWALS</b>				
Purchase of library collections	Purchase of books, magazines and DVDs.	Bentleigh Library, Carnegie Library, Caulfield Library and Elsternwick Library	\$ 605,412	\$ -
Drainage Improvement Program	Renew the drainage network by replacing damaged or old pipes and adding new ones to prevent frequent flooding.	Glen Eira Road, Caulfield East Boundary Road, Bentleigh East	\$ 1,166,700	\$ -
Minor Drainage Program	Make minor improvements to stormwater drainage pipes, footpaths, kerbs, and pits to reduce flooding risk across various Council locations.	Various - based on customer complaints and prioritising with budget allocation	\$ 100,000	\$ -
Footpath Program - Renewal and Upgrade	Replace and repair broken footpaths in priority locations, including Council buildings and Works Depot Better Streets works.	Various Work Areas based on Asset Condition Inspections reviewed yearly	\$ 2,500,000	\$ -
Road Reconstruction Program	Reconstruction Program to maintain and improve the local road network's integrity, safety, and service level according to Council standards.	Maple Street, Caulfield South Lord Street, Caulfield East	\$ 1,012,000	\$ 677,913
Road Reconstruction Program, Coorigil Road – Design Review	Review of the design for the proposed road reconstruction at Coorigil Road, Carnegie.	Coorigil Road, Carnegie	\$ 50,000	\$ -
Local Road Resurfacing Program	Resurface Council roads to enhance their serviceable life and condition, in accordance with the Asset Management Plan.	Various roads - based on condition assessment and validated yearly	\$ 1,697,112	\$ -
Kerb and Channel Renewal Program	Repair and replace kerb and channel for efficient road drainage, aligning with current condition program.	Various- based on customer complaints/road resurfacing and prioritising with budget allocation	\$ 330,000	\$ -
Car Park Renewal Program	Design renewal of Council car parks.	Carnegie Library (Design)	\$ 100,000	\$ -

## Appendix C: 2025-26 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2025-26 year.

The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Project Name	Description	Location	2025-26 Budget Allocation \$	Grants \$
Superstructure (Buildings) Component Renewal	Renewal upgrades to Council building superstructure components.	Glen Huntly Reserve Pavilion / Additional locations TBA based on upcoming audit	\$ 120,000	\$ -
External Component Renewal	Renewal upgrades for external components of Council buildings.	Bentleigh Hodgson Reserve - Main Pavilion, Bentleigh McKinnon Youth Centre, Carnegie multipurpose	\$ 65,000	\$ -
Independent Living Unit renewals (ILU)	Refurbish units as they become available.	Refurbishment of Independent Living Units as they become available	\$ 200,000	\$ -
Mechanical Component Renewal	Upgrade mechanical components across Council buildings, including AC splits.	Moorleigh Community Village / Other sites TBA	\$ 210,000	\$ -
Fire Component Renewal	Upgrade/renewal of fire components across Council buildings.	Warrawee Community	\$ 11,358	\$ -
Hydraulic Component Renewal - Amenities Upgrades	Hydraulic component renewal and amenities upgrades across Council buildings.	Glen Huntly Reserve Pavilion, Caulfield Park Depot, EE Gunn Baseball pavilion, additional locations TBA	\$ 106,050	\$ -
Floor covering - Renewal	Renewal of floor coverings across Council buildings.	Bentleigh Hodgson Reserve, Main Pavilion, Bentleigh Hodgson Reserve, McKinnon Youth and Community Hall, Elsternwick Library, Centenary Park Pavilion, McKinnon Hall. Additional location TBA based on current condition audit	\$ 400,000	\$ -
Roof - Renewal	Roof renewals across Council buildings, including consultant engagement for specialist audit review at select locations.	Bailey Reserve soccer pavilion. Additional locations TBA based on audit results	\$ 41,647	\$ -
Disability Discrimination Act (DDA) Works	Continued works to ensure Council buildings are DDA compliant.	McKinnon Hall - Public Hall, Moorleigh Community Village (Centre Wing ramps), Glover Street Kindergarten	\$ 300,000	\$ -
Minor FF&E - Renewal	Upgrade/replacement of minor FF&E across Council buildings.	Purchases will be on a as-needed basis	\$ 69,631	\$ -
Security Component Renewal	Upgrade/renewal of security components across Council buildings.	Town hall lockdown door improvements, Carnegie Library safe roof access, Warrawee Community CCTV cameras	\$ 20,000	\$ -
Replacement of Aged Infrastructure in Parks	Replacement of parks infrastructure and assets identified in poor condition through the Open Space Asset Management Plan.	Various	\$ 146,457	\$ -
Minor Playground Upgrade Program	Replacement/renewal of playground and fitness equipment identified through Open Space audits and inspections.	Victory Park Greenmeadows Packer Park	\$ 154,122	\$ -
Synthetic cricket wickets and winter covers	Replace synthetic sports surfaces identified through Open Space audits and inspections.	Glen Huntly Reserve King George Reserve Bailey Reserve	\$ 80,000	\$ -
Park Furniture and Infrastructure Program - New	Install new parks infrastructure and assets, including footpath connections, bench seats, picnic settings, lighting, footpaths, drinking fountains, bollards, and fencing.	Various. Sites currently being assessed	\$ 120,000	\$ -
Replacement of shade sails	Replace shade cloth and fasteners identified through Open Space audits and inspections.	Koorngang Park	\$ 17,926	\$ -
Rubber surface within Playgrounds	Replace rubber undersurfacing identified through Open Space audits and inspections.	Caulfield Park Bentleigh Hodgson Joyce Park	\$ 71,000	\$ -

## Appendix C: 2025-26 Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2025-26 year.

The Capital Works Program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

Project Name	Description	Location	2025-26 Budget Allocation \$	Grants \$
Granitic Gravel Paths - Renewal	Resurface areas identified through Open Space audits and inspections.	Caulfield Park Murrumbeena Duncan Mackinnon Joyce Park	\$ 100,000	\$ -
Shelter - Renewal	Install shelters identified through Open Space audits and inspections.	Koorngang Park	\$ 100,000	\$ -
Irrigation Upgrade garden beds	Replace irrigation systems identified in poor condition through Open Space Asset Management Plan audits.	Greenmeadows Gardens	\$ 100,000	\$ -
Irrigation Upgrade - Sportsfields	Replacement of irrigations system identified in poor condition through Open Space Asset Management Plan audits.	Murrumbeena Oval 1	\$ 120,000	\$ -
Minor Park Improvements	Replacing Garden beds edging, refurbishing existing garden beds, upgrading irrigation and fencing.	Packer Park, Caulfield Lake, Garden Avenue Reserve and Spring Road Reserve	\$ 125,000	\$ -
GEL - Furniture and Equipment Renewal	Replacement of furniture and equipment at CRC and GESAC.	Caulfield Recreation Centre and Glen Eira Sports and Aquatic Centre	\$ 233,000	\$ -
CMSP- Replacement of FF&E	Replacement of furniture and equipment at CMSP.	Carnegie Memorial Swimming Pool	\$ 100,000	\$ -
GESAC - Asset Management Plan Renewal	Asset replacement for GESAC in accordance with 30 year Asset Management Plan.	Glen Eira Sports and Aquatic Centre	\$ 683,041	\$ -
CMSP- Asset Management Plan Renewal	Asset replacement for CMSP in accordance with the Asset Management Plan.	Carnegie Memorial Swimming Pool	\$ 125,000	\$ -
Fleet and Plant Replacement Program	Renewal of Council's fleet including motor vehicles, small plant, trucks, mowers.	All Council sites	\$ 1,000,000	\$ -
Parks and Open Space Signage Renewal	Signage in poor condition identified through Open Space Audits and Inspections.	Various locations	\$ 100,000	\$ -
IT Hardware Renewals	Currency of hardware and peripherals to Council staff e.g. laptop refresh.	All Council sites	\$ 877,200	\$ -
Residential Aged Care Services - Furniture and Equipment	Renewal of furniture and equipment for Warrawee Community such as fridges, electric beds etc.	Warrawee Community	\$ 173,400	\$ -
Renewal and Upgrade works for Senior Citizens Centres	Update the kitchenette to improve aesthetic and functionality.	Moorleigh Village	\$ 53,060	\$ -
<b>TOTAL RENEWALS</b>			<b>\$ 13,584,118</b>	<b>\$ 677,913</b>
<b>TOTAL 2025-26 NEW WORKS</b>			<b>\$ 27,167,343</b>	<b>\$ 6,723,502</b>
Estimated value of projects being carried forward from the 2024-25 year			\$ 6,624,097	\$ 1,993,343
<b>2025-26 CAPITAL WORKS PORTFOLIO</b>			<b>\$ 33,791,440</b>	<b>\$ 8,716,845</b>



## APPENDIX D Summary of Planned Capital Works Expenditure 2025-2029

## Summary of Planned Capital Works Expenditure

2025-26	Asset Expenditure Types					Funding Sources				
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	8,244	3,113	5,081	-	50	8,244	4,700	-	3,544	-
<b>Total Property</b>	<b>8,244</b>	<b>3,113</b>	<b>5,081</b>	<b>-</b>	<b>50</b>	<b>8,244</b>	<b>4,700</b>	<b>-</b>	<b>3,544</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, Machinery and Equipment	1,808	1,808	-	-	-	1,808	-	-	1,808	-
Computers and Telecommunications	877	877	0	-	0	877	-	-	877	-
Library Books and Materials	605	605	-	-	-	605	-	-	605	-
Other Plant and Equipment	576	368	139	-	69	576	-	-	576	-
<b>Total Plant and Equipment</b>	<b>3,867</b>	<b>3,658</b>	<b>139</b>	<b>-</b>	<b>69</b>	<b>3,867</b>	<b>-</b>	<b>-</b>	<b>3,867</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	5,127	2,860	435	-	1,832	5,127	912	-	4,215	-
Footpaths	2,600	2,500	-	-	100	2,600	-	-	2,600	-
Drainage	1,267	317	950	-	-	1,267	-	-	1,267	-
Parks Open Space	4,632	721	1,271	100	2,540	4,632	-	100	4,532	-
Car parks	320	100	10	-	210	320	-	-	320	-
Streetscape Works	1,111	30	367	-	714	1,111	-	-	1,111	-
<b>Total Infrastructure</b>	<b>15,057</b>	<b>6,528</b>	<b>3,032</b>	<b>100</b>	<b>5,396</b>	<b>15,057</b>	<b>912</b>	<b>100</b>	<b>14,045</b>	<b>-</b>
<b>New Capital Works Expenditure</b>	<b>27,167</b>	<b>13,300</b>	<b>8,252</b>	<b>100</b>	<b>5,516</b>	<b>27,167</b>	<b>5,612</b>	<b>100</b>	<b>21,455</b>	<b>-</b>
Carried forward from 2024-25	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Works Expenditure</b>	<b>27,167</b>	<b>13,300</b>	<b>8,252</b>	<b>100</b>	<b>5,516</b>	<b>27,167</b>	<b>5,612</b>	<b>100</b>	<b>21,455</b>	<b>-</b>

## Summary of Planned Capital Works Expenditure

2026-27	Asset Expenditure Types					Funding Sources				
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	14,750	-	-	-	14,750	14,750	-	11,585	1,000	2,165
Buildings	6,600	1,215	172	-	5,213	6,600	-	-	6,600	-
<b>Total Property</b>	<b>21,350</b>	<b>1,215</b>	<b>172</b>	<b>-</b>	<b>19,963</b>	<b>21,350</b>	<b>-</b>	<b>11,585</b>	<b>7,600</b>	<b>2,165</b>
<b>Plant and Equipment</b>										
Plant, Machinery and Equipment	2,513	2,513	-	-	-	2,513	-	-	2,513	-
Computers and Telecommunications	1,845	537	268	89	950	1,845	-	-	1,845	-
Library Books and Materials	618	556	-	62	-	618	-	-	618	-
Other Plant and Equipment	860	629	231	-	-	860	-	-	860	-
<b>Total Plant and Equipment</b>	<b>5,834</b>	<b>4,234</b>	<b>499</b>	<b>151</b>	<b>950</b>	<b>5,834</b>	<b>-</b>	<b>-</b>	<b>5,834</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	5,235	3,435	370	1,011	419	5,235	1,628	-	3,607	-
Footpaths	2,750	2,423	25	303	-	2,750	-	-	2,750	-
Drainage	1,000	270	550	180	-	1,000	-	-	1,000	-
Parks Open Space	6,812	1,191	1,819	238	3,565	6,812	-	800	6,012	-
Car parks	170	75	75	-	20	170	-	-	170	-
Streetscape Works	1,605	-	-	-	1,605	1,605	-	-	1,605	-
<b>Total Infrastructure</b>	<b>17,573</b>	<b>7,394</b>	<b>2,838</b>	<b>1,731</b>	<b>5,609</b>	<b>17,573</b>	<b>1,628</b>	<b>800</b>	<b>15,144</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>44,757</b>	<b>12,843</b>	<b>3,509</b>	<b>1,882</b>	<b>26,522</b>	<b>44,757</b>	<b>1,628</b>	<b>12,385</b>	<b>28,579</b>	<b>2,165</b>

## Summary of Planned Capital Works Expenditure

2027-28	Asset Expenditure Types					Funding Sources				
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	2,405	-	-	-	2,405	2,405	-	2,405	-	-
Buildings	3,688	2,579	135	-	974	3,688	-	-	3,688	-
<b>Total Property</b>	<b>6,093</b>	<b>2,579</b>	<b>135</b>	<b>-</b>	<b>3,379</b>	<b>6,093</b>	<b>-</b>	<b>2,405</b>	<b>3,688</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, Machinery and Equipment	3,103	3,103	-	-	-	3,103	-	-	3,103	-
Computers and Telecommunications	1,913	548	274	91	1,000	1,913	-	-	1,913	-
Library Books and Materials	630	567	-	63	-	630	-	-	630	-
Other Plant and Equipment	997	762	236	-	-	997	-	-	997	-
<b>Total Plant and Equipment</b>	<b>6,643</b>	<b>4,980</b>	<b>509</b>	<b>154</b>	<b>1,000</b>	<b>6,643</b>	<b>-</b>	<b>-</b>	<b>6,643</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	7,892	5,984	1,031	687	190	7,892	711	-	7,181	-
Footpaths	2,991	2,471	25	495	-	2,991	-	-	2,991	-
Drainage	4,438	1,301	2,269	868	-	4,438	-	-	4,438	-
Parks Open Space	6,321	2,677	1,069	138	2,437	6,321	-	50	6,271	-
Car parks	270	75	175	-	20	270	-	-	270	-
Streetscape Works	1,047	-	-	-	1,047	1,047	-	-	1,047	-
<b>Total Infrastructure</b>	<b>22,959</b>	<b>12,509</b>	<b>4,569</b>	<b>2,188</b>	<b>3,694</b>	<b>22,959</b>	<b>711</b>	<b>50</b>	<b>22,198</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>35,695</b>	<b>20,068</b>	<b>5,213</b>	<b>2,342</b>	<b>8,073</b>	<b>35,695</b>	<b>711</b>	<b>2,455</b>	<b>32,529</b>	<b>-</b>

## Summary of Planned Capital Works Expenditure

2028-29	Asset Expenditure Types					Funding Sources				
	Total \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	New \$'000	Total \$'000	Grants \$'000	Reserves \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	1,990	-	-	-	1,990	1,990	-	1,990	-	-
Buildings	5,717	1,377	152	-	4,189	5,717	-	-	5,717	-
<b>Total Property</b>	<b>7,707</b>	<b>1,377</b>	<b>152</b>	<b>-</b>	<b>6,179</b>	<b>7,707</b>	<b>-</b>	<b>1,990</b>	<b>5,717</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, Machinery and Equipment	2,752	2,752	-	-	-	2,752	-	-	2,752	-
Computers and Telecommunications	1,881	559	279	93	950	1,881	-	-	1,881	-
Library Books and Materials	642	578	-	64	-	642	-	-	642	-
Other Plant and Equipment	2,755	1,015	1,740	-	-	2,755	-	-	2,755	-
<b>Total Plant and Equipment</b>	<b>8,031</b>	<b>4,904</b>	<b>2,020</b>	<b>157</b>	<b>950</b>	<b>8,031</b>	<b>-</b>	<b>-</b>	<b>8,031</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	9,337	6,830	1,192	885	431	9,337	728	-	8,610	-
Footpaths	2,823	2,520	0	303	-	2,823	-	-	2,823	-
Drainage	4,549	1,335	2,324	890	-	4,549	-	-	4,549	-
Parks Open Space	6,349	1,533	1,659	246	2,912	6,349	-	1,125	5,224	-
Car parks	170	75	75	-	20	170	-	-	170	-
Streetscape Works	1,727	-	325	325	1,077	1,727	-	-	1,727	-
<b>Total Infrastructure</b>	<b>24,956</b>	<b>12,293</b>	<b>5,574</b>	<b>2,649</b>	<b>4,440</b>	<b>24,956</b>	<b>728</b>	<b>1,125</b>	<b>23,103</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>40,694</b>	<b>18,573</b>	<b>7,746</b>	<b>2,806</b>	<b>11,568</b>	<b>40,694</b>	<b>728</b>	<b>3,115</b>	<b>36,851</b>	<b>-</b>

**Appendix E: Schedule of User Charges and Other Fees**

This listing presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2025–2026 year. All fees are GST inclusive, where applicable.

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>COMMUNITY WELLBEING</b>					
<b>LIBRARIES</b>					
<b>3620 – Library and Information Operations</b>					
Interlibrary Loans	Charge per item plus any costs charged by the lending library	Non Statutory	Taxable	\$5.50 + any costs charged by the lending library	\$5.50 + any costs charged by the lending library
Holiday Programs/Special Events	Charge varies according to program/event	Non Statutory	Taxable	Charge varies according to program/event; \$6.50 – \$25.00	Charge varies according to program/event; \$6.50 – \$25.00
<b>Library Service Charges – Caulfield, Elsternwick, Carnegie and Bentleigh Libraries</b>					
Library merchandise	Charge varies according to product	Non Statutory	Taxable	Various	Various
Library bags	Per bag	Non Statutory	Taxable	Not applicable for 2024–25	5.00
Replacement of lost or damaged books, console games, DVDs and Talking Books	Per item	Non Statutory	Taxable	\$13.00 + cost of replacement	Cost of item + \$12.00
Replacement of lost or damaged magazines	Per item	Non Statutory	Taxable	\$4.00 + cost of replacement	Cost of item + \$3.50
Repair of damaged items	Per item	Non Statutory	Taxable	3.00	3.00
Replacement Membership Card		Non Statutory	Free	4.20	4.20
PCs – Printing	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.10	1.10
Sale of Memory Sticks	Depending on size of memory stick	Non Statutory	Taxable	5.30	\$5.30 to \$15.00 depending on size
Photocopying	Black and white	Non Statutory	Taxable	0.20	0.20
	Colour	Non Statutory	Taxable	1.10	1.10
Reservations and Requests for Purchase	Excludes children's and young adult items	Non Statutory	Free	1.10	1.10
<b>ARTS AND CULTURAL</b>					
<b>3510 – Gallery</b>					
Arts Unit Gallery Hire for Exhibitions – Per Week	Full – General	Non Statutory	Taxable	Not applicable for 2024–25	1,107.00
Hire for Exhibitions – 4 weeks	Full main gallery space – General	Non Statutory	Taxable	4,430.00	4,430.00
Hire for Exhibitions (local not for profit) – 4 weeks	Full main gallery space – Discount	Non Statutory	Taxable	1,100.00	1,100.00
Hire for casual use	Galleries spaces per hour	Non Statutory	Taxable	Between \$50 and \$250	Between \$50 and \$250
Management Fees	Management of external exhibition held every second year	Non Statutory	Taxable	7,680.00	7,925.00
Programs	Workshops and events	Non Statutory	Taxable	6.00	6.00
<b>3520 – Storytelling Festival</b>					
Miscellaneous Income		Non Statutory	Taxable	Between \$10–\$40	Between \$10–\$40
<b>Community Events</b>					
Food vendor site fees	Single space 3x3 metres	Non Statutory	Taxable	170.00	170.00
Food vendor site fees	Double space 3x6 metres	Non Statutory	Taxable	350.00	350.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>LIFE STAGES</b>					
<b>4759 – GESAC Occasional Care</b>					
Members	10 x Creche Members Casual Rate	Non Statutory	Free	76.3	78.30
	Creche Members Casual Rate	Non Statutory	Free	8.4	8.70
Non–Members	Creche Non–Members Casual Rate	Non Statutory	Free	13.1	13.50
<b>5301 – Family and Children's Services Administration</b>					
FCS Ticketing Sales – Parents/Carers/Guardians		Non Statutory	Taxable	11.00	11.50
Educator Session (online)		Non Statutory	Free	11.00	12.00
Educator Session (face-to-face)		Non Statutory	Free	40.00	42.00
<b>5306 – Family Day Care</b>					
Family Day Care Administration Fee		Non Statutory	Free	2.30	2.40
<b>5346 – Occasional Care</b>					
Carnegie Occasional Care Fees per session		Non Statutory	Free	36.25	37.40
	Health Care Card Holder Fee	Non Statutory	Free	31.05	32.00
	Second Child Discount	Non Statutory	Free	34.25	35.40
<b>5286 – Resource and Development</b>					
Hire General – Glen Huntly MCH – Community Room		Non Statutory	Taxable	15.50	16.00
<b>5386 – Youth Services</b>					
School Holiday Program Tickets	Excursion fee	Non Statutory	Free	11.00	11.50
	Incursion fee	Non Statutory	Free	6.00	6.50
Family Information Night	External Providers – Full fee	Non Statutory	Free	11.00	11.50
	External Providers– Healthcare Card Holders	Non Statutory	Free	6.00	6.50
<b>AGED CARE AND INDEPENDENT LIVING</b>					
<b>5436 – Warrawee Aged Care Facility – Administration</b>					
Resident Fees are set by the Commonwealth Government and are subject to change.					
Maximum Refundable Accommodation Deposits (RAD) – House 1 & 2		Statutory	Free	475,000	525,000
Maximum Refundable Accommodation Deposits (RAD) – House 4 & 5		Statutory	Free	525,000	575,000
Maximum Refundable Accommodation Deposits (RAD) Extra Service – House 6		Statutory	Free	550,000	600,000
Maximum Refundable Accommodation Deposits (RAD) – House 7		Statutory	Free	375,000	400,000
Refundable Accommodation Deposit – retention scheme from 1 July 2025	2% per annum and capped at 5 years for new residents from 1 July 2025	Statutory	Free	Not applicable for 2024–25	2% of refundable accommodation deposit
Basic Daily Care Fee		Statutory	Free	60.86	Statutory Charge
Respite Care		Statutory	Free	60.86	Statutory Charge
<b>5461 – Independent Living Units</b>					
	One bedroom per fortnight	Non Statutory	Input	Rent Assistance Entitlement plus 25% of Total Income	Rent Assistance Entitlement plus 25% of Total Income
<b>5484 – In Home Support Carers (under Commonwealth Home Support Program and Home &amp; Community Care Program for younger people)</b>					
Domestic Assistance	Pension rate	Non Statutory	Free	10.00	10.00
	Medium Fee	Non Statutory	Free	25.00	24.00
	High Fee	Non Statutory	Free	50.00	46.00
Personal Care	Pension rate	Non Statutory	Free	9.00	8.00
	Medium Fee	Non Statutory	Free	25.00	18.00
	High Fee	Non Statutory	Free	50.00	46.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
Respite Care HACC	Pension rate	Non Statutory	Free	11.00	8.00
	Medium Fee	Non Statutory	Free	25.00	12.00
	High Fee	Non Statutory	Free	50.00	50.00
Shopping Unescorted	Pension rate	Non Statutory	Free	11.00	10.00
	Medium Fee	Non Statutory	Free	25.00	24.00
	High Fee	Non Statutory	Free	50.00	46.00
Social Support Individual	Pension rate	Non Statutory	Free	11.00	8.00
	Medium Fee	Non Statutory	Free	25.00	18.00
	High Fee	Non Statutory	Free	50.00	46.00
<b>5482 – Home Maintenance (under Commonwealth Home Support Program and Home &amp; Community Care Program for younger people)</b>					
Home Maintenance	Pension rate	Non Statutory	Free	20.00	22.00
	Medium Fee	Non Statutory	Free	30.00	33.00
	High Fee	Non Statutory	Free	70.00	72.00
<b>5500 – Delivered Meals (under Commonwealth Home Support Program and Home &amp; Community Care Program for younger people)</b>					
Delivered Meals	Pension rate – three course	Non Statutory	Free	10.00	11.50
	Medium Fee	Non Statutory	Free	15.00	17.00
	High Fee	Non Statutory	Free	20.00	20.00
	Pension rate – two course	Non Statutory	Free	Not available for 2024–25	13.00
	Mid rate	Non Statutory	Free	Not available for 2024–25	14.00
	High rate	Non Statutory	Free	Not available for 2024–25	17.50
	Pension rate – main only	Non Statutory	Free	Not available for 2024–25	9.20
	Mid rate	Non Statutory	Free	Not available for 2024–25	9.40
	High rate	Non Statutory	Free	Not available for 2024–25	13.00
	Packages & Linkages	Non Statutory	Taxable	26.00	Not available for 2025–26
	Packages & Linkages – main meal only	Non Statutory	Taxable	16.00	Not available for 2025–26
	Packages & Linkages – soup only	Non Statutory	Taxable	5.00	Not available for 2025–26
	Packages & Linkages – dessert only	Non Statutory	Taxable	5.00	Not available for 2025–26
<b>5476 – Community Bus Hire</b>					
Community Bus Hire (per half day)	Community – Non Profit	Non Statutory	Taxable	60.00	80.00
Community Bus Hire (per full day)	Community – Non Profit	Non Statutory	Taxable	110.00	150.00
Community Bus Hire (per half day)	Schools, Sporting Groups	Non Statutory	Taxable	80.00	100.00
Community Bus Hire (per full day)	Schools, Sporting Groups	Non Statutory	Taxable	150.00	185.00
<b>Community Transport (under Commonwealth Home Support Program and Home &amp; Community Care Program for younger people)</b>					
Community Transport	Per Each Way Trip	Non Statutory	Taxable	5.00	4.00
Kilometer Charge	Per Kilometer	Non Statutory	Taxable		1.10

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>5496 – Social Support (incorporating Explorer's Club/Adventurers/Sightseers under Commonwealth Home Support Program and Home &amp; Community Care Program for younger people)</b>					
Social Support Group	Pension rate	Non Statutory	Free	25.00	23.00
	Medium Fee	Non Statutory	Free	35.00	25.00
	High Fee	Non Statutory	Free	50.00	28.00
Full Cost Income	Packages & Linkages	Non Statutory	Taxable	100.00	Not available for 2025–26
Social Support Group – Individual Activity Sessions	Pension rate	Non Statutory	Free	6.00	12.00
	Medium Fee	Non Statutory	Free	15.00	24.00
	High Fee	Non Statutory	Free	20.00	30.00
	Packages & Linkages	Non Statutory	Taxable	25.00	Not available for 2025–26
Social Support Session Meal	Low Fee	Non Statutory	Free	10.00	Not available for 2025–26
	Medium Fee	Non Statutory	Free	15.00	Not available for 2025–26
	High Fee	Non Statutory	Free	20.00	Not available for 2025–26
Full Cost Income	Packages & Linkages	Non Statutory	Taxable	26.00	Based on package provider cost
Administrative set up charge for HCP and FCR clients	Packages & Linkages	Non Statutory	Taxable	50.00	Not available for 2025–26
Exercise program	Low Fee	Non Statutory	Free	6.00	Not available for 2025–26
	Medium Fee	Non Statutory	Free	15.00	Not available for 2025–26
	High Fee	Non Statutory	Free	20.00	Not available for 2025–26
Full Cost Income	Packages and Linkages	Non Statutory	Taxable	25.00	Not available for 2025–26

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>SUSTAINABILITY, ASSETS AND LEISURE</b>					
<b>WORKS DEPOT</b>					
<b>4100 – Project and Asset Management</b>					
Asset Consent Permits		Non Statutory	Free	230.00	300.00
Vehicle Crossing Permits		Non Statutory	Free	301.00	350.00
Building Over Easements Permits		Non Statutory	Free	382.00	400.00
User Fees – General	Cost recovered depending on complexity of S173 agreement + 10% administration fee	Non Statutory	Taxable	at cost plus 10% admin fee	at cost plus 10% admin fee
Drainage approval	Per Application	Non Statutory	Taxable	375.00	375.00
Point of Discharge Income	Permit referred under regulation 610(2)	Statutory	GST Exempt	155.34	231.40
Asset Protection Permits		Non Statutory	GST Exempt	296.00	350.00
Flood Information Reports	A fee for providing flood information for land susceptible to flooding from a major stormwater overflow in the council drainage system.	Non Statutory	Free	153.70	230.00
<b>4422 – Asphalt Road and Footpath Reinstatement</b>					
Asphalt reinstatement works. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non–utility and non–public authorities.)					
Asphalt Footpath 30mm thick	per Sq.m.	Non Statutory	Taxable	378.00	390.00
Asphalt Road Pavement 50mm thick	per Sq.m.	Non Statutory	Taxable	395.00	540.00
Asphalt Reinstatement in front crossing	per Lin.m.	Non Statutory	Taxable	263.00	275.00
<b>4441 Concrete Maintenance – Concrete Openings</b>					
Reinstating Concrete openings. Additional Traffic Management Costs may be charged where applicable. (Taxable charges apply to non–utility and non–public authorities.)					
<b>a) Footpath and Vehicle Crossing Reinstatements</b>					
Concrete Footpath – 75mm thick	per Sq.m.	Non Statutory	Taxable	351.00	365.00
Footpath Combination with 300mm spoon drain	per Sq.m.	Non Statutory	Taxable	532.00	550.00
Residential Vehicle Crossings – 125mm thick	per Sq.m.	Non Statutory	Taxable	406.00	420.00
Commercial Vehicle Crossings – 150mm thick	per Sq.m.	Non Statutory	Taxable	460.00	475.00
Industrial Vehicle Crossings – 200mm thick	per Sq.m.	Non Statutory	Taxable	525.00	545.00
<b>b) Kerb and Channel Reinstatements</b> (Taxable charges apply to non–utility and non–public authorities).					
Concrete Kerb & Channel – 450mm wide	per Lin.m.	Non Statutory	Taxable	427.00	440.00
Concrete Kerb & Channel – 600mm wide	per Lin.m.	Non Statutory	Taxable	452.00	470.00
Concrete Kerb & Channel – Extra Wide Channel – 900mm wide	per Lin.m.	Non Statutory	Taxable	510.00	530.00
<b>c) Miscellaneous Reinstatements</b> (Taxable charges apply to non–utility and non–public authorities).					
Brick Paving	per Sq.m.	Non Statutory	Taxable	450.00	465.00
Pram Crossing – Unit	per number	Non Statutory	Taxable	1,650.00	1,700.00
Bluestone – Kerb	per Lin.m.	Non Statutory	Taxable	350.00	365.00
Bluestone – Kerb & Channel	per Lin.m.	Non Statutory	Taxable	410.00	425.00
Bluestone – Paving	per Sq.m.	Non Statutory	Taxable	510.00	530.00
Storm Water Kerb Adaptors	per number	Non Statutory	Taxable	189.00	220.00
Storm Water Pipe – 100mm diameter	per Lin.m.	Non Statutory	Taxable	189.00	195.00
Nature Strip (which includes level off, top dressing & seeding)	per Sq.m.	Non Statutory	Taxable	110.00	115.00
Nature Strip (which includes excavation Maximum Depth 200mm, top soiling & seeding)	per Sq.m.	Non Statutory	Taxable	150.00	155.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
Saw Cutting	per Lin.m.	Non Statutory	Taxable	28.00	30.00
Street Furniture temporary removal and reinstallation	per number	Non Statutory	Taxable	400.00	415.00
Street Furniture new/relocation requiring new footings	per number	Non Statutory	Taxable	Not applicable for 2024–25	Charges subject to location of work
<b>PARKS</b>					
<b>4650 – Urban Forest</b>					
Tree Removal for Cross-Overs	per request	Non Statutory	Taxable	\$325.00–\$1,500.00 (depending on size)	\$1,200.00–\$50,000.00 (depending on size and amenity value)
Administration & Inspection costs for tree removal inspections	per request	Non Statutory	Taxable	200.00	200.00
Replacement and establishment costs for new tree planting.	per request	Non Statutory	Taxable	480.00	595.00
Non-destructive tree root investigation	per request	Non Statutory	Taxable	\$500.00–\$2,500.00 (depending on size & area)	1350.00
Administration & Inspection costs for tree root investigations	per request	Non Statutory	Taxable	200.00	350.00
Nature Strip Planting Application	Approved permits include voucher for 20–30 indigenous tube stock	Non Statutory	Taxable	50.00	50.00
Turf Curator Fee for Cricket Wickets	Additional Turf Wicket Preparation (weekends 3hr Min)	Non Statutory	Taxable	207.90	215.70
<b>SUSTAINABILITY AND INFRASTRUCTURE</b>					
<b>4300 – Waste and Recycling Charges</b>					
Large 240L Waste Charge	Per bin	Non Statutory	Free	664.00	690.00
Small 120L Waste Charge	Per bin	Non Statutory	Free	332.00	345.00
Residential Flat Shared Bins (240L) Waste Charge per assessment	Per household	Non Statutory	Free	332.00	345.00
240L Family Bin	Per bin	Non Statutory	Free	332.00	345.00
Medical 240L Waste Charge	Per bin	Non Statutory	Free	332.00	345.00
Litter Management Charge		Non Statutory	Free	92.00	92.00
Additional Recycling Bin	Per bin	Non Statutory	Free	70.00	75.00
Additional Green Waste Bin	Per bin	Non Statutory	Free	45.00	45.00
Commercial 240L Red Bin	Per bin	Non Statutory	Free	715.00	Not applicable for 2025–26
<b>Bentleigh Bin Enclosures</b>					
Low	L1 Small to Medium Office/Retail/Small Real Estate/ Travel Agent etc	Non Statutory	Taxable	630.00	702.00
	L2 Medium Real estate, large office (such as Solicitors, Brokers etc)	Non Statutory	Taxable	1,453.00	1,759.00
Medium	M1 Small to Medium retail shop (Fashion, Optometrist)/ Large Real Estate etc	Non Statutory	Taxable	1,586.00	1,920.00
	M2 Large Retail Shop (Fashion, Optometrist), Pharmacy	Non Statutory	Taxable	2,265.00	2,742.00
	M3 Large Pharmacy	Non Statutory	Taxable	6,391.00	7,735.00
High	HA Very small food shop/Café	Non Statutory	Taxable	630.00	702.00
	H1 Small/ light food shop & coffee shops, butcher	Non Statutory	Taxable	1,860.00	2,251.00
	H2 Medium food shops/Café	Non Statutory	Taxable	2,994.00	3,624.00
	H3 Large food shops/Bakery/Medium Café	Non Statutory	Taxable	4,125.00	4,992.00
	H4 Very Larger food shops/Café	Non Statutory	Taxable	10,430.00	12,621.00
	H5 Large Greengrocer (Fruit/Veg)	Non Statutory	Taxable	14,469.00	17,508.00



**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
CUSTOMER AND CORPORATE AFFAIRS					
CUSTOMER EXPERIENCE					
4804 – Duncan Mackinnon Reserve – Bond – Casual hire track / court bookings: Minimum \$1,000 – Maximum \$5,000	Community: Glen Eira schools, groups and residents. Casual: schools, groups and residents outside of Glen Eira and commercial businesses.				
Athletics Track – Community hire	Community track hire per hour	Non Statutory	Taxable	101.50	104.50
	Community half day track hire (up to 3 hours)	Non Statutory	Taxable	277.00	285.50
	Community track hire full day (3+ hours)	Non Statutory	Taxable	467.00	481.50
Athletics Track – Casual hire	Casual track hire per hour	Non Statutory	Taxable	131.50	135.50
	Casual half day track hire (up to 3 hours)	Non Statutory	Taxable	364.00	375.50
	Casual track hire full day (3+ hours)	Non Statutory	Taxable	620.00	639.50
Athletics Track Equipment Hire – Hurdles and High Jump	Equipment Hire (Half Day – 3 hours)	Non Statutory	Taxable	95.00	98.00
	Equipment Hire (Full Day – 6+ hours)	Non Statutory	Taxable	187.00	192.50
Athletics Track Equipment – Starting Blocks	Equipment Hire – Starting Blocks (half day – up to 3 hours)	Non Statutory	Taxable	39.00	40.00
	Equipment Hire – Starting Blocks (full day – 3+ hours)	Non Statutory	Taxable	78.00	80.50
Athletics Track Equipment hire – Timing Gates	Timing Gates	Non Statutory	Taxable	313.00	323.00
Athletics Track – Timing Gates Operator	Timing Gates Operator (weekday) – compulsory fee for timing gates hire	Non Statutory	Taxable	254.00	262.00
	Timing Gates Operator (Weekend/Public Holiday) – compulsory fee for timing gates hire	Non Statutory	Taxable	342.00	352.50
Athletics Track Lighting	Lighting (per hour)	Non Statutory	Taxable	39.00	40.00
Duncan Mackinnon Reserve Caretaker Fee	Compulsory fee for athletics track and netball court/s booking. Weekday hourly rate with minimum 2 hours attached to booking.	Non Statutory	Taxable	42.00	43.00
	Compulsory fee for athletics track and netball court/s booking. Weekend hourly rate with minimum 2 hours attached to booking.	Non Statutory	Taxable	83.00	85.50
	Compulsory fee for athletics track and netball court/s booking. Public holiday hourly rate with minimum 2 hours attached to booking.	Non Statutory	Taxable	104.00	107.00
Netball Court – Community hire	Community hire per court per hour	Non Statutory	Taxable	24.00	24.50
	Community hire per court full day hire (3+ hours)	Non Statutory	Taxable	88.00	90.50
Netball Court – Casual hire	Casual hire per court per hour	Non Statutory	Taxable	48.00	49.50
	Casual hire per court full day hire (3+ hours)	Non Statutory	Taxable	190.00	196.00
Netball Facility – Community hire	Community hire 6–10 courts for half day hire (up to 3 hours)	Non Statutory	Taxable	319.00	329.00
	Community hire 6–10 courts for full day hire (3+ hours)	Non Statutory	Taxable	533.00	550.00
Netball Facility – Casual hire	Casual hire 6–10 courts for half day hire (up to 3 hours)	Non Statutory	Taxable	686.00	707.50
	Casual hire 6–10 courts for full day hire (3+ hours)	Non Statutory	Taxable	1,145.00	1,181.50
Netball Court Lighting	Lighting (per hour per court, min 2 courts)	Non Statutory	Taxable	12.75	13.00
4816 – Open Space (passive)	Community: Glen Eira and non–Glen Eira residents, schools and not–for–profit groups.Commercial: commercial businesses				
Bond – Special Events: Minimum \$500 – Maximum \$20,000 (Day Rate)					
Bond – Advertising Board	Bond for Advertising Board per board	Non Statutory	Free	57.00	58.50
Hire of Rotundas, picnic shelters and bandstand	Day Rate	Non Statutory	Taxable	150.00	154.50
Hire of Picnic Shelters at Booran Reserve	Booking session hire rate – 2 booking times per day (9:00am to 1:30pm or 2:00pm to 6:30pm)	Non Statutory	Taxable	150.00	154.50
Bandstand and Rotunda Power Use	Use of power at Caulfield Park bandstand and Joyce Park Rotunda (per booking)	Non Statutory	Taxable	27.00	27.50
Open Space hire – Community	Community hire for open space in parks and civic space for <200 people (day rate)	Non Statutory	Taxable	150.00	154.50
Open Space – Commercial hire	Commercial hire for open space in parks and civic space for <200 people (day rate)	Non Statutory	Taxable	239.00	246.50
Open Space hire with infrastructure	Hire for less than 200 people (includes bringing 1–2 items into the open space)	Non Statutory	Taxable	507.00	523.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
Open Space hire fee for a special event – (includes bringing 1–2 items into the open space; additional event item fee applies when more than 2 items included in booking)	Community and Commercial hire for Special Events – 200 – 2,000 people (day rate)	Non Statutory	Taxable	1,005.00	1,037.00
	Community and Commercial hire for Special Events – 2,000 – 5,000 people (day rate)	Non Statutory	Taxable	1,500.00	1,548.00
	Community and Commercial hire for Special Events – 5,000 – 10,000 people (day rate)	Non Statutory	Taxable	2,259.00	2,331.00
	Community and Commercial hire for Special Events – 10,000 > people (day rate)	Non Statutory	Taxable	3,389.00	3,497.00
Open Space hire – Additional item fee for special events	This fee is in addition to the open space hire fee for an event. This day rate is charged against each 'item' as outlined in the Event Guidelines	Non Statutory	Taxable	505.00	521.00
Site Inspection for events	Compulsory fee for pre and post event inspections for special events.	Non Statutory	Taxable	58.00	59.50
Car Park hire in Open Space/Reserve/Park	Per car park space per day	Non Statutory	Taxable	61.50	63.00
Filming/photography Permit (in park/reserve) – Community hire	Community hire for student and low impact filming or photography (no equipment). Fee per day.	Non Statutory	Free	40.00	41.00
Filming/photography Permit (in park/reserve) – Commercial hire	Commercial hire of open space for filming or photography per hour			160.00	165.00
	Commercial hire of open space for filming or photography per half day (up to 3 hours)	Non Statutory	Free	400.00	412.50
	Commercial hire of open space for filming or photography (per day)	Non Statutory	Free	615.00	634.50
Balloon landing in open space	Per landing in park (notified)	Non Statutory	Taxable	200.00	206.00
	Per Landing in park (no notification)	Non Statutory	Taxable	410.00	423.00
<b>4816 – Open Space (active)</b>	Community: Glen Eira schools, groups and residents. Casual: Schools, Groups and residents outside of Glen Eira; and commercial businesses.				
Sportsgrounds – School hire (school hours)	Glen Eira school rate per sportsground during school hours	Non Statutory	Taxable	62.50	64.50
	Glen Eira school rate per sportsground during school hours (cap per term)	Non Statutory	Taxable	335.00	345.50
Sportsgrounds hire – Community	Community hire per sportsground per day (3+hours), including Glen Eira school bookings outside school hours	Non Statutory	Taxable	160.00	165.00
	Community hire per sportsground per hour, including Glen Eira school bookings outside school hours	Non Statutory	Taxable	Not applicable for 2024–25	70.00
Sportsgrounds – Casual hire	Casual hire per sportsground per day (3+hours)	Non Statutory	Taxable	238.00	245.50
	Casual hire per sportsground per hour	Non Statutory	Taxable	Not applicable for 2024–25	105.00
Sportsgrounds (turf wicket) – Community hire	Community rate for use of turf wicket (per day)	Non Statutory	Taxable	400.00	412.50
Sportsgrounds (turf wicket) – Casual hire	Casual rate for use of turf wicket (per day)	Non Statutory	Taxable	598.50	617.50
Sportsground lighting fee	Lighting (per hour). Applicable to casual sportsground hire where a utilities bill cannot be charged (e.g. sports club)	Non Statutory	Taxable	26.00	26.50
Personal Training Permit Fee	Annual Fee – standard one year permit	Non Statutory	Taxable	486.00	501.50
Personal Training – Participant Fee	Fee per participant per day (GST Inc.)	Non Statutory	Taxable	Combined into Personal Training Permit Fee	Not applicable in 2025–26
Personal Training – Participant Fee (student)	Fee per student participant per day (GST Inc.)	Non Statutory	Taxable	Combined into Personal Training Permit Fee	Not applicable in 2025–26
Velodrome hire – Community	Community velodrome hire per hour	Non Statutory	Taxable	59.50	61.00
	Community velodrome hire full day (3+ hours)	Non Statutory	Taxable	322.00	332.00
Velodrome – Casual hire	Casual velodrome hire per hour	Non Statutory	Taxable	116.00	119.50
	Casual velodrome hire full day (3+ hours)	Non Statutory	Taxable	643.00	663.50
Cricket training nets – facility hire	Hire of cricket net training facility (not including multipurpose training facilities)	Non Statutory	Taxable	55.00	56.50
Cricket Nets – School Hire (school hours)	Glen Eira school rate per day during school hours	Non Statutory	Taxable	35.00	36.00
	Glen Eira school rate per term (capped amount)	Non Statutory	Taxable	175.00	180.50
Tennis Court hire – Community hire	Off-peak court hire (before 6pm). Per court per hour.	Non Statutory	Taxable	22.50	23.00
	Peak court hire (after 6pm). Per court per hour. Includes lights	Non Statutory	Taxable	30.00	30.50
Bailey Reserve Skate Park – hire for events	Skate park hire (per day)	Non Statutory	Taxable	507.00	523.00
<b>East Caulfield Reserve Multi Sport Facility</b>					

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
East Caulfield Reserve Multi Sport Facility (Court 1) – Community hire	Off-peak community hire of court 1 per hour (7am–6pm)	Non Statutory	Taxable	35.50	36.50
	Peak community hire of court 1 per hour (6pm–10pm incl lights)	Non Statutory	Taxable	47.00	48.50
East Caulfield Reserve Multi Sport Facility (Court 1) – Casual hire	Off-peak casual hire of court 1 per hour (7am–6pm)	Non Statutory	Taxable	57.00	58.50
	Peak casual hire of court 1 per hour (6pm–10pm incl lights)	Non Statutory	Taxable	68.00	70.00
	Casual hire (half day) of court 1 (up to 3 hours)	Non Statutory	Taxable	156.00	160.50
	Casual hire (full day) of court 1 (3+ hours)	Non Statutory	Taxable	265.00	273.00
East Caulfield Reserve Multi Sport Facility (Courts 2 or 3) – Community hire	Off-peak community hire of court 2 or 3 per hour (7am–6pm)	Non Statutory	Taxable	25.50	26.00
	Peak community hire of court 2 or 3 per hour (6pm–10pm incl lights)	Non Statutory	Taxable	35.50	36.50
East Caulfield Reserve Multi Sport Facility (Court 2 or 3) hire – Commercial / Off-peak casual	Off-peak casual hire of court 2 or 3 per hour (7am–6pm)	Non Statutory	Taxable	47.00	48.50
	Peak casual hire of court 2 or 3 per hour (6pm–10pm incl lights)	Non Statutory	Taxable	57.50	59.00
	Casual hire (half day) of court 2 or 3 (up to 3 hours)	Non Statutory	Taxable	126.00	130.00
	Casual hire (full day) of court 2 or 3 (3+ hours)	Non Statutory	Taxable	216.00	222.50
<b>Moorleigh Reserve Multi Sports Facility</b>					
Moorleigh Reserve Multi Sport Facility – Community hire	Off-peak community hire per hour (7am–6pm)	Non Statutory	Taxable	35.50	36.50
	Peak community hire per hour (6pm–10pm incl lights)	Non Statutory	Taxable	47.00	48.50
Moorleigh Reserve Multi Sport Facility hire – Casual hire	Off-peak casual hire per hour (7am–6pm)	Non Statutory	Taxable	57.00	58.50
	Peak casual hire per hour (6pm–10pm incl lights)	Non Statutory	Taxable	68.00	70.00
	Casual hire (half day, up to 3 hours)	Non Statutory	Taxable	156.00	160.50
	Casual hire (full day, 3+ hours)	Non Statutory	Taxable	265.00	273.00
<b>Caulfield Park Multi Sports Facility</b>					
Caulfield Park Multi Sport Facility – Community hire	Off-peak community hire per hour (7am–6pm)	Non Statutory	Taxable	35.50	36.50
	Peak community hire per hour (6pm–10pm incl lights)	Non Statutory	Taxable	47.00	48.50
Caulfield Park Multi Sport Facility hire – Casual hire	Off-peak casual hire per hour (7am–6pm)	Non Statutory	Taxable	57.00	58.50
	Peak casual hire per hour (6pm–10pm incl lights)	Non Statutory	Taxable	68.00	70.00
	Casual hire (half day, up to 3 hours)	Non Statutory	Taxable	156.00	160.50
	Casual hire (full day, 3+ hours)	Non Statutory	Taxable	265.00	273.00
<b>Koorngang Park Multi Sports Facility</b>					
Koorngang Park Multi Sport Facility – Community hire	Off-peak community hire per hour (7am–6pm)	Non Statutory	Taxable	35.50	36.50
	Peak community hire per hour (6pm–10pm incl lights)	Non Statutory	Taxable	47.00	48.50
Koorngang Park Multi Sport Facility hire – Casual hire	Off-peak casual hire per hour (7am–6pm)	Non Statutory	Taxable	57.00	58.50
	Peak casual hire per hour (6pm–10pm incl lights)	Non Statutory	Taxable	68.00	70.00
	Casual hire (half day, up to 3 hours)	Non Statutory	Taxable	156.00	160.50
	Casual hire (full day, 3+ hours)	Non Statutory	Taxable	265.00	273.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
4803 – Pavilions					
Sports club afterhours call out fee	Per call to after hours officer	Non Statutory	Taxable	115.00	117.50
Additional pavilion swipe card fee	Per additional swipe card	Non Statutory	Taxable	15.00	15.00
Sports Pavilions/Change Rooms/Kitchens hire – Casual	Available for hire by Sporting Clubs & Schools (non profit) Hourly Flat Rate Casual	Non Statutory	Taxable	31.00	31.50
Pavilions	Concessions – Not for profit 25% discount to full fee and Glen Eira Residents 12.5% discount.				
Duncan Mackinnon, Murrumbeena Pavilion, and Caulfield Park					
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	52.00	53.50
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	97.50	100.50
Meeting Room Hire (if hired separately)	Per Hour (minimum two hours)	Non Statutory	Taxable	35.00	36.00
2264 – Carnegie Multipurpose Room					
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	35.00	36.00
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	50.00	51.50
2293 – Bentleigh McKinnon Youth Centre Studio Room					
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	23.00	23.50
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	33.50	34.50
2269 – Moorleigh Community Village					
Monday to Sunday	Per Hour (minimum one hour)	Non Statutory	Taxable	38.50	39.50
Other Facilities	Includes McKinnon Hall, East Caulfield Reserve, DC Bricker Reserve, Glen Huntly Park, Packer Park, Bentleigh McKinnon Youth Centre (except studio room) and the Boyd Room.				
Weekdays	Per Hour (minimum two hours)	Non Statutory	Taxable	38.50	39.50
Weekends	Per Hour (minimum two hours)	Non Statutory	Taxable	83.00	85.50
Meeting Room Hire (if hired separately)	Per Hour (minimum two hours)	Non Statutory	Taxable	24.00	24.50
Town Hall Auditorium & Theatrette	Concessions – Not for profit 25% discount to full fee and Glen Eira Residents 12.5% discount.				
Auditorium with Kitchen					
Monday to Thursday	Per Hour (minimum two hours)	Non Statutory	Taxable	194.00	200.00
Friday to Sunday and Public Holidays	Per Hour (minimum two hours)	Non Statutory	Taxable	296.50	305.50
Auditorium without Kitchen					
Monday to Thursday	Per Hour (minimum two hours)	Non Statutory	Taxable	148.50	153.00
Friday to Sunday and Public Holidays	Per Hour (minimum two hours)	Non Statutory	Taxable	228.50	235.50
Theatrette with Kitchen					
Monday to Thursday	Per session (8 hours per session)	Non Statutory	Taxable	616.50	636.00
Friday to Sunday and Public Holidays	Per session (8 hours per session)	Non Statutory	Taxable	833.50	860.00
Theatrette without Kitchen					
Monday to Thursday	Per session (8 hours per session)	Non Statutory	Taxable	501.50	517.50
Friday to Sunday and Public Holidays	Per session (8 hours per session)	Non Statutory	Taxable	718.00	740.50
Kitchen					
Business Hours: Monday to Thursday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	46.00	47.00
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	68.50	70.50

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>Town Hall Meeting Rooms</b>					
Concessions – Not for profit 25% discount to full fee and Glen Eira Residents 12.5% discount.					
<b>Councillor Room (10 pax), Ogaki Room (12 pax) Labassa Room (14 pax), Rippon Lea Room (16 pax).</b>					
Business Hours: Monday to Friday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	68.00	70.00
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	92.00	94.50
Business Hours: Monday to Friday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	136.50	140.50
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	160.50	165.50
<b>Yarra Yarra Room (20 pax)</b>					
Business Hours: Monday to Friday between 8:30am to 6pm	Per Hour (minimum two hours)	Non Statutory	Taxable	92.00	94.50
Outside of Business Hours	Per Hour (minimum two hours)	Non Statutory	Taxable	114.00	117.50
<b>Buildings &amp; Properties – General</b>					
Bond: Minimum \$300 – Maximum \$5,000					
Hire of AV / PA equipment	General Hire	Non Statutory	Taxable	227.50	234.50
Hall Caretaker Fee	Weekday	Non Statutory	Taxable	43.50	44.50
Hall Caretaker Fee	Weekend	Non Statutory	Taxable	85.00	87.50
Hall Caretaker Fee	Public Holiday rate	Non Statutory	Taxable	105.50	108.50
Staff After Hours Call Out Fee		Non Statutory	Taxable	114.00	117.50
Store Room – Per month		Non Statutory	Taxable	47.50	49.00
<b>RISK AND GOVERNANCE</b>					
<b>2400 – Statutory &amp; Local Government Act</b>					
Freedom of Information Fees	Set Statutory Fees per Application	Statutory	Free	Statutory Fees Set by State Government	Statutory Fees Set by State Government
<b>Properties</b>					
Road Discontinuance/Sale & Reserve Sale application fee		Non Statutory	Taxable	605.00	625.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>PLANNING AND PLACE</b>					
<b>PLANNING AND BUILDING SERVICES</b>					
<b>3121 – Planning and Building Services – Value of Fee Units is released by State Government In May</b>		Value of one fee unit		16.33	16.81
Fees for applications under Section 47 of the Planning and Environment Act 1987 (regulation 9) – Table 2 in the Planning and Environment (Fees) Regulations 2016	Class 1 Use only – A permit relating to use of land.	Statutory	Free	1453.37	1496.09
	<b>Class 2</b> To develop single dwelling <\$10,000	Statutory	Free	220.46	226.94
	Class 3 To develop single dwelling \$10,000–\$100,000	Statutory	Free	694.03	714.43
	Class 4 To develop single dwelling \$100,000–\$500,000	Statutory	Free	1420.71	1462.47
	Class 5 To develop single dwelling \$500,000–\$1,000,000	Statutory	Free	1535.02	1580.14
	Class 6 To develop single dwelling \$1,000,000–\$2,000,000	Statutory	Free	1649.33	1697.81
	<b>Class 7</b> VicSmart <\$10,000	Statutory	Free	220.46	226.94
	<b>Class 8</b> VicSmart >\$10,000	Statutory	Free	473.57	487.49
	<b>Class 9</b> VicSmart subdivision or consolidate	Statutory	Free	220.46	226.94
	<b>Class 10</b> VicSmart application (other than a class 7, class 8 or class 9 permit).	Statutory	Free	220.46	226.94
	<b>Class 11</b> Other development <\$100,000	Statutory	Free	1265.58	1302.78
	Class 12 Other development \$100,000–\$1,000,000	Statutory	Free	1706.49	1756.65
	Class 13 Other development \$1,000,000–\$5,000,000	Statutory	Free	3764.07	3874.71
	Class 14 Other development \$5,000,000–\$15,000,000	Statutory	Free	9593.88	9875.88
	Class 15 Other development \$15,000,000–\$50,000,000	Statutory	Free	28,291.73	29,123.33
	<b>Class 16</b> Other development >\$50,000,000	Statutory	Free	63,589.02	65,458.14
	<b>Class 17</b> Subdivide an existing building	Statutory	Free	1,453.37	1,496.09
	<b>Class 18</b> Subdivide land into two lots (other than VicSmart)	Statutory	Free	1,453.37	1,496.09
	<b>Class 19</b> Realignment or consolidation	Statutory	Free	1,453.37	1,496.09
	<b>Class 20</b> Subdivide land (other than a class 9, class 17, class 18 or class 19 permit).	Statutory	Free	89 fee units per 100 lots created	89 fee units per 100 lots created
	<b>Class 21</b> Remove or vary a restriction	Statutory	Free	1,453.37	1,496.09
	<b>Class 22</b> A permit not otherwise provided for in this regulation.	Statutory	Free	1,453.37	1,496.09
Fees for applications under Section 72 of the Planning and Environment Act 1987 (regulation 11) – Table 3 in the Planning and Environment (Fees) Regulations 2016	<b>Class 1</b> Use only	Statutory	Free	1,453.37	1,496.09
	<b>Class 2</b> Amendment to a permit (other than to use and/or development of a single dwelling), to change a statement of what the permit allows, or to change any or all of the conditions of a permit	Statutory	Free	1,453.37	1,496.09
	<b>Class 3</b> Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost <\$10,000 (Single dwelling)	Statutory	Free	220.46	226.94
	<b>Class 4</b> Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$10,000–\$100,000 (Single dwelling)	Statutory	Free	694.03	714.43
	<b>Class 5</b> Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$100,000–\$500,000 (Single dwelling)	Statutory	Free	1,420.71	1,462.47
	<b>Class 6</b> Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost >\$500,000 (Single dwelling)	Statutory	Free	1,535.02	1,580.14
	<b>Class 7</b> Amendment to a permit that is a VicSmart application where additional cost <\$10,000	Statutory	Free	220.46	226.94
	<b>Class 8</b> Amendment to a permit that is a VicSmart application where additional cost >\$10,000	Statutory	Free	473.57	487.49
	<b>Class 9</b> Amendment to a class 9 permit* (VicSmart application to subdivide or consolidate land)	Statutory	Free	220.46	226.94
	<b>Class 10</b> Amendment to a class 10 permit* (VicSmart application (other than a class 7, class 8 or class 9 permit)	Statutory	Free	220.46	226.94
	<b>Class 11</b> Amendment to a class 11 permit* where additional cost <\$100,000 (Development)	Statutory	Free	1,265.58	1,302.78

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
	<b>Class 12</b> Amendment to a class 12 permit where additional cost is between \$100,000 – \$1,000,000 (Development)	Statutory	Free	1,706.49	1,756.65
	<b>Class 13</b> Amendment to a class 13 permit where additional cost is > \$1,000,000 (Development)	Statutory	Free	3,764.07	3,874.71
	<b>Class 14</b> Amendment to a class 17 (Subdivide an existing building)	Statutory	Free	1,453.37	1,496.09
	<b>Class 15</b> Amendment to a class 18 permit* (Subdivide land into two lots (other than VicSmart))	Statutory	Free	1,453.37	1,496.09
	<b>Class 16</b> Amendment to a class 19 permit* (Realignment or consolidation)	Statutory	Free	1,453.37	1,496.09
	<b>Class 17</b> Amendment to a class 20 permit* (Subdivide land (other than class 9, 17, 18 or 19))	Statutory	Free	89 fee units per 100 lots created	89 fee units per 100 lots created
	<b>Class 18</b> Amendment to a class 21 permit* (Remove or vary a restriction)	Statutory	Free	1,453.37	1,496.09
	<b>Class 19</b> Amendment to a class 22 permit* (Permit not otherwise provided for in the regulations (i.e. Sale or consumption of liquor, reduction or waiver of car parking))	Statutory	Free	1,453.37	1,496.09
Fee under Regulation 10 of the Planning and Environment (Fees) Regulations 2016	For combined permit applications	Statutory	Free	50% for 2nd class	50% for 2nd class
Fee under Regulation 12 of the Planning and Environment (Fees) Regulations 2016	To amend an application under Section 57A(3)(a)	Statutory	Free	40% of the application fee for the same class	40% of the application fee for the same class
Fee under Regulation 13 of the Planning and Environment (Fees) Regulations 2016	For a combined application to amend a permit	Statutory	Free	50% for 2nd class	50% for 2nd class
Fee under Regulation 14 of the Planning and Environment (Fees) Regulations 2016	For a combined permit and planning scheme amendment	Statutory	Free	50% for 2nd class	50% for 2nd class
Fee under Regulation 15 of the Planning and Environment (Fees) Regulations 2016	For a certificate of compliance	Statutory	Free	359.26	369.82
Fee under Regulation 16 of the Planning and Environment (Fees) Regulations 2016	For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Statutory	Free	726.69	748.05
Fee under Regulation 18 of the Planning and Environment (Fees) Regulations 2016	Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority	Statutory	Free	359.26	369.82
Fee under Regulation 6 of the Subdivision (Fees) Regulations 2016	For certification of a plan of subdivision	Statutory	Free	192.69	198.36
Fee under Regulation 7 of the Subdivision (Fees) Regulations 2016	Alteration of a plan under Section 10(2) of the Subdivision Act 1988	Statutory	Free	122.48	126.08
Fee under Regulation 8 of the Subdivision (Fees) Regulations 2016	Amendment of a certified plan under Section 11(1) of the Subdivision Act 1988	Statutory	Free	155.14	159.70
Procedural requests (All Secondary Consent fees are to be set at the cost for Section 72 Amendments as set out in the Planning and Environment (Fees) Regulations, as amended from time to time)	Secondary Consent in respect of a Class 1 Use only	Statutory	Free	1,453.37	1,496.09
	Secondary Consent in respect of a Class 2 Amendment to a permit (other than to use and/or development of a single dwelling), to change a statement of what the permit allows, or to change any or all of the conditions of a permit	Statutory	Free	1,453.37	1,496.09
	Secondary Consent in respect of a Class 3 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost <\$10,000	Statutory	Free	220.46	226.94
	Secondary Consent in respect of a Class 4 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$10,000–\$100,000	Statutory	Free	694.03	714.43
	Secondary Consent in respect of a Class 5 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost \$100,000–\$500,000	Statutory	Free	1,420.71	1,462.47
	Secondary Consent in respect of a Class 6 Amendment to a class 2, 3, 4, 5, or 6 permit where additional cost >\$500,000	Statutory	Free	1,535.02	1,580.14
	Secondary Consent in respect of a Class 7 Amendment to a permit that is a VicSmart application where additional cost <\$10,000	Statutory	Free	220.46	226.94
	Secondary Consent in respect of a Class 8 Amendment to a permit that is a VicSmart application where additional cost >\$10,000	Statutory	Free	473.57	487.49
	Secondary Consent in respect of a Class 9 Amendment to a class 9 permit* (VicSmart application to subdivide or consolidate land)	Statutory	Free	220.46	226.94
	Secondary Consent in respect of a Class 10 Amendment (VicSmart application (other than a class 7, class 8 or class 9 permit))	Statutory	Free	220.46	226.94

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
Procedural requests	Secondary Consent in respect of a Class 11 Amendment to a class 11 permit* where additional cost <\$100,000	Statutory	Free	1,265.58	1,302.78
	Secondary Consent in respect of a Class 12 Amendment to a class 12 permit where additional cost is between \$100,000 – \$1,000,000	Statutory	Free	1,706.49	1,756.65
	Secondary Consent in respect of a Class 13 Amendment to a class 13 permit where additional cost is > \$1,000,000	Statutory	Free	3,764.07	3,874.71
	Secondary Consent in respect of a Class 14 Amendment to a class 17 (Subdivide an existing building)	Statutory	Free	1,453.37	1,496.09
	Secondary Consent in respect of a Class 15 Amendment to a class 18 permit* ( Subdivide land into two lots (other than VicSmart)	Statutory	Free	1,453.37	1,496.09
	Secondary Consent in respect of a Class 16 Amendment to a class 19 permit* (Realignment or consolidation)	Statutory	Free	1,453.37	1,496.09
	Secondary Consent in respect of a Class 17 Amendment to a class 20 permit* (Subdivide land (other than class 9, 17, 18 or 19)	Statutory	Free	89 fee units per lot	89 fee units per lot
	Secondary Consent in respect of a Class 18 Amendment to a class 21 permit* (Remove or vary a restriction)	Statutory	Free	1,453.37	1,496.09
	Secondary Consent in respect of a Class 19 Amendment to a class 22 permit* (Permit not otherwise provided for in the regulations (i.e. Sale or consumption of liquor, reduction or waiver of car parking))	Statutory	Free	1,453.37	1,496.09
<b>3121 – Planning and Building Services – Non Statutory Fees</b>					
Procedural requests	Request to extend the expiry date of a planning permit (first request) – EOT 1st request – All application types other than multi dwellings	Non Statutory	Free	740.00	760.00
Procedural requests	Request to extend the expiry date of a planning permit (second and subsequent requests) – All application types other than multi dwellings	Non Statutory	Free	1,060.00	1,090.00
Procedural requests	Request to extend the expiry date of a planning permit (second and subsequent request) – Multi dwelling 1st request	Non Statutory	Free	1500.00	1,540.00
Procedural requests	Request to extend the expiry date of a planning permit (second and subsequent request) – Multi dwelling 2nd request	Non Statutory	Free	2000.00	2,060.00
Procedural requests	Request to extend the expiry date of a planning permit (second and subsequent request) – Multi dwelling 3rd request	Non Statutory	Free	3000.00	3,090.00
Procedural requests	Request to endorse plans or documents under a condition or a planning permit (second and subsequent request)	Non Statutory	Free	210.00	215.00
Public notification	Per public notice to be displayed on site	Non Statutory	Free	32.00	32.00
Public notification	Fixed fee (for up to 10 public notices sent by post)	Non Statutory	Free	180.00	185.00
Public notification	For each additional public notice sent by post	Non Statutory	Free	18.00	18.50
Planning information and pre-application advice	Request for specific planning information – written request	Non Statutory	Free	250.00	260.00
Planning information and pre-application advice	Pre-application advice (written advice) (minor applications)	Non Statutory	Free	265.00	270.00
Planning information and pre-application advice	Pre-application advice (written advice) (major applications)	Non Statutory	Free	370.00	380.00
Planning information and pre-application advice	Pre-application meeting (in addition to written advice)	Non Statutory	Free	420.00	430.00
Planning information and pre-application advice	Subsequent pre-application advice following initial response (written advice)	Non Statutory	Free	265.00	270.00
Planning information and pre-application advice	Pre-application Written advice – fee where Minister is RA	Non Statutory	Free	25% of the class fee	25% of the class fee
Planning information and pre-application advice	Pre-application meeting (in addition to written advice) – fee where Minister is RA	Non Statutory	Free	25% of the class fee	25% of the class fee
Planning information and pre-application advice	Administrative fee – for any services relating to the Planning and Environment Act where the RA is someone other than the Council	Non Statutory	Free	300.00	310.00
Administrative fees	Digitisation fee (any submission that includes paper size larger than A3 size)	Non Statutory	Free	140.00	145.00
Administrative fees	Digitisation fee (any submission that includes A3 and/or A4 size only)	Non Statutory	Free	70.00	72.00
Photocopies of Plans	Size A0: 1 – 3 Copies – Per Copy	Non Statutory	Free	33.00	33.00
	Size A1: 4 or More – Per Copy	Non Statutory	Free	33.00	33.00
	Size A2: 4 or More – Per Copy	Non Statutory	Free	33.00	33.00
	Size A4 – Per Copy	Non Statutory	Free	4.75	4.75



**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
	Size A3 – Per Copy	Non Statutory	Free	5.50	5.50
Administrative fees	Copy of planning permit, endorsed document, officers report – Residential single dwelling (*lodged after 2016)	Non Statutory	Free	50.00	50.00
Administrative fees	Copy of planning permit, endorsed document, officers report – Residential single dwelling (*lodged before 2016 decisions also must pay planning file retrieval fee)	Non Statutory	Free	50.00	50.00
Administrative fees	Copy of planning permit, endorsed document, officers report – Multi Unit Development / Commercial Residential (*lodged after 2016)	Non Statutory	Free	200.00	200.00
Administrative fees	Copy of planning permit – Multi Unit Development / Commercial Residential (*lodged before 2016 decisions also must pay planning file retrieval fee)	Non Statutory	Free	250.00	250.00
Administrative fees	Planning file retrieval fee (for hard copy files pre-2016)	Non Statutory	Free	110.00	120.00
Priority service request	Priority service fee – Expedited decision process stream	Non Statutory	Free	Additional 50% on top of standard charges per unit	Additional 50% on top of standard charges per unit
<b>3400 – Statutory Building Services</b>					
Permits	Fences Permit Fee	Non Statutory	Taxable	618.00	726.10
	Reblocks, Garages, Carports, Verandas Permit Fee	Non Statutory	Taxable	846.00	994.00
	Other Garages and Swimming Pools	Non Statutory	Taxable	836.00	994.00
	Pool Fences only	Non Statutory	Taxable	478.00	561.60
Dwelling Additions (including 4 inspections)	Minimum Fee – Owner Builder	Non Statutory	Taxable	2,373.00	2,544.00
Dwelling Additions (including 4 inspections)	Minimum Fee– Registered Builder	Non Statutory	Taxable	1,953.00	2,861.00
Dwellings (including 4 inspections)	Minimum Fee – Owner Builder	Non Statutory	Taxable	3,193.00	3,410.00
Dwellings (including 4 inspections)	Minimum Fee – Registered Builder	Non Statutory	Taxable	2,678.00	2,861.00
Commercial	Up to \$20k – including 2 inspects	Non Statutory	Taxable	993.00	1,060.00
	\$20k and over	Non Statutory	Taxable	Cost/100	Price on application
Demolition Fees	Domestic – within Municipality	Non Statutory	Taxable	732.00	811.00
	Commercial	Non Statutory	Taxable	Price on application	Price on application
Special Assessments	Domestic – per hour (minimum 1 hour)	Non Statutory	Taxable	191.00	203.00
	Commercial – per hour (minimum 1 hour)	Non Statutory	Taxable	513.00	547.00
Application fee to retain works constructed without a building permit	Fee for the assessment of documentation submitted to Council to justify if a building or works are to remain that has been constructed or carried out without a building permit. Additional fee may be applicable according to the complexity of the illegal works and documentation submitted for assessment. Total fee to be determined by the Manager.	Non Statutory	Taxable	Min \$616	658.00
Inspection Rates	Within Municipality	Non Statutory	Taxable	178.00	197.00
	Lapsed Permits	Non Statutory	Taxable	472.00	522.00
	Additional Inspections	Non Statutory	Taxable	178.00	197.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
External Inspections		Non Statutory	Taxable	419.00	447.00
Occupancy Permits	Prescribed Temporary Structures	Non Statutory	Free	668.00	713.00
	Place for Public Entertainment	Non Statutory	Free	3,299.00	3,630.00
	Amendment to above CO Certificates	Non Statutory	Free	419.00	447.00
Siting approval– Prescribed Temporary Structures	Siting approval of prescribed temporary structures – Building Act s 57(1)(a)	Statutory	Free	326.00	448.26
Council Dispensation Applications (Building Regulations 2006)	Council Consent (Part 5 siting, Building Regulations 2018) per Regulation Applicable. Maximum fee set by Legislation, charges are currently estimated.	Statutory	Free	319.00	448.26
	Corner fences combined application	Non Statutory	Free	446.00	672.39
	Domestic buildings– Dispensation or performance determination Reg. 233, 231, 229	Non Statutory	Free	386.00	399.00
	Commercial buildings– Dispensation or performance determination Reg. 233, 213, 229	Non Statutory	Free	765.00	791.00
Hoarding Permits	Hoarding Permits – Fee Per Month	Non Statutory	Free	\$193+ (value) * (value) * \$4.60	\$220 + \$10 p/sqm
	Renewal	Non Statutory	Free	\$92 + (value) * (value) * \$4.70	\$110 + \$10 p/sqm
Statutory Inspections	Pool Certificate/ Subdivisions	Non Statutory	Taxable	478.00	561.00
Protection of Public	Statutory Reg. 116	Statutory	Taxable	322.00	333.00
Modifications for Existing Building Redevelopment	Domestic – Per Modification	Non Statutory	Taxable	396.00	422.00
Extensions	Domestic	Non Statutory	Taxable	210.00	224.00
Cancellations of Permits	Domestic	Non Statutory	Free	210.00	368.00
Construction Management Plan Variation Fee	Assessment of variations to construction management plans	Non Statutory	Free	129.00	240.00
Building Appeals Commission/Melbourne Water Fees Re Modifications	Various Fees Depending on Modifications	Non Statutory	Free	Various	Various
Plan Copies	Search and document fee	Non Statutory	Free	223.00	240.00
Copies of building permit documentation		Non Statutory	Free	223.00	240.00
Building Permit Levy (State Government)	Statutory Fee – works >10,000	Statutory	Free	Set by State Government	Set by State Government
Computation Checking	Recovery of Charges to GECC	Non Statutory	Taxable	Various	Various
Property Information Fee – GECC	Statutory (Set by Legislation – Charges are currently estimated)	Statutory	Free	51.90	Set by State Government
Permit Lodgement Fees	Statutory Fee – Domestic (Set by Legislation Charges are currently estimated)	Statutory	Free	134.00	Set by State Government
	Statutory Fee – Commercial (Set by Legislation Charges are currently estimated)	Statutory	Free	134.00	Set by State Government
Swimming pool and spa registration	Registration Fee (Maximum)	Statutory	Free	35.00	Set by State Government
	Compliance lodgement fee (Maximum)	Statutory	Free	22.30	Set by State Government
	Non–compliance lodgement fee (Maximum)	Statutory	Free	424.00	Set by State Government
	Information Search fee (Maximum)	Statutory	Free	51.90	Set by State Government
Certificate from Council to enable a Demolition permit to be issued	Section 29A	Statutory	Free	93.30	Set by State Government

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>CITY FUTURES</b>					
<b>City Futures – Value of Fee Units is released by State Government In May</b>		Value of one fee unit		16.33	16.81
Fee units under Regulation 6 of the Planning and Environment (Fees) Regulations 2016					
<b>Stage 1</b>	For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	Statutory	Free	3,363.98	3,462.86
<b>Stage 2</b>	For: a) considering (i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or (ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or (iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and b) providing assistance to a panel in accordance with section 158 of the Act; and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and e) after considering submissions and the panel's report, abandoning the amendment	Statutory	Free	16,672.93	17,163.01
		Statutory	Free	33,313.20	34,292.40
		Statutory	Free	44,531.91	45,840.87
<b>Stage 3</b>	For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act	Statutory	Free	530.73	546.33
<b>Stage 4</b>	Consideration of a request for the Minister to approve the amendment under Section 35 Giving notice of the approval of the amendment under Section 36 (1)	Statutory	Free	530.73	546.33
<b>COMMUNITY SAFETY AND COMPLIANCE</b>					
<b>3224 – Animal Control Services</b>					
Cat Registration	Sterilised and Microchipped (including \$4.10 State Levy)	Non Statutory	Free	48.35	56.00
	Non Sterilised (Max fee) (including \$4.10 State Levy)	Non Statutory	Free	145.15	153.90
	Over 10 years (including \$4.10 State Levy)	Non Statutory	Free	48.35	56.00
	FCC/Reg (including \$4.10 State Levy)	Non Statutory	Free	48.35	56.00
	Microchipped Non Sterilised (existing registrations only) (including \$4.10 State Levy)	Non Statutory	Free	48.35	56.00
	Pensioner Rate – Cat Sterilised and Micro chipped (including \$4.10 State Levy)	Non Statutory	Free	26.50	28.00
Dog Registration	Pensioner Rate – Cat Non Sterilised (including \$4.10 State Levy)	Non Statutory	Free	72.65	76.95
	Sterilised and Microchipped (including \$4.10 State Levy)	Non Statutory	Free	75.00	80.00
	Non Sterilised (Max fee) (including \$4.10 State Levy)	Non Statutory	Free	211.20	223.90
	Over 10 years (including \$4.10 State Levy)	Non Statutory	Free	75.00	80.00
	FCC/Reg (including \$4.10 State Levy)	Non Statutory	Free	75.00	80.00
	Microchipped Non Sterilised (existing registrations only) (including \$4.10 State Levy)	Non Statutory	Free	75.00	80.00
	Pensioner Rate – Dog Sterilised and Microchipped (including \$4.10 State Levy)	Non Statutory	Free	36.70	40.00

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
	Pensioner Rate – Dog Non Sterilised (including \$4.10 State Levy)	Non Statutory	Free	103.50	111.95
	Obedience Trained (including \$4.10 State Levy)	Non Statutory	Free	36.70	40.00
	Obedience Trained – Pensioner Rate (including \$4.10 State Levy)	Non Statutory	Free	21.75	22.00
	Restricted Breed and Declared Dangerous Dog (including \$4.10 State Levy)	Non Statutory	Free	398.90	422.80
	Dangerous Dog which is a Guard Dog or Protection Trained (including \$4.10 State Levy)	Non Statutory	Free	398.90	422.80
Domestic Animal Business	Pet Shop Registration (Includes \$20.00 State Levy)	Non Statutory	Free	442.00	468.50
Animal Registration Register	Copy of Pet Registration Information	Statutory	Free	61.00	65.00
Animal Penalty Reminder Notice Fee	Late fee	Statutory	Free	Not applicable for 2024–25	28.40
Impoundment Fees	Fee Prior to Delivery to Pound	Non Statutory	Free	117.70	130.00
	Pound Release Fee within 8 days (if animal is unregistered at time of impoundment)	Non Statutory	Free	\$357.00 plus pound contractor variable costs including vaccination and holding costs	\$450.00 plus pound contractor variable costs including vaccination and holding costs
	Seized animals – charge per day after 8 days – pound contractor cost	Non Statutory	Free	37.10	45.00
	Permit for more than 2 cats/dogs	Non Statutory	Free	76.80	Not applicable for 2025–26
	Permit for more than 2 cats/dogs per year application fee (incl. first year licence fee)	Non Statutory	Free	Not applicable for 2024–25	100.00
	Permit for more than 2 cats/dogs per year renewal fee	Non Statutory	Free	Not applicable for 2024–25	50.00
<b>3210 – Civic Compliance</b>	Statutory fees are adjusted by State Government in July each year.				
Community Local Law Penalty Reminder Notice Fee	Late fee	Statutory	Free	Not applicable for 2024–25	28.40
Waste Bin Permits (Road Occupancy Permits)		Non Statutory	Free	181.50	187.50
Materials on Nature Strips	Flat Rate Per VWeek	Non Statutory	Free	93.00	96.00
Footpath Trading Permits	External chairs (up to 6 chairs) or Bench seat (up to 6 patrons)	Non Statutory	Free	273.00	283.00
	Extra chairs (if over 6 chairs) or Bench seat (if over 6 patrons)	Non Statutory	Free	44.50	46.00
	A-Frame Signs	Non Statutory	Free	136.00	141.00
	Heater	Non Statutory	Free	111.30	115.00
	Display of goods (per display)	Non Statutory	Free	284.30	293.50
Footpath/road occupancy permit	Footpath/road Occupancy Permits – Fee Per Day	Non Statutory	Free	\$198.90 + \$4.90/ sqm	\$215.00 + \$5.30/ sqm
Mobile Crane Permits	Flat Fee + Value of Footpath Rental/Car Spaces Taken	Non Statutory	Free	201.00	215.00
Works Zone Permits	Three months or less per zone	Non Statutory	Free	1,131.00	1,200.00
	Six months	Non Statutory	Free	2,013.00	2,135.00
	Nine months	Non Statutory	Free	2,616.00	2,775.00
	12 Months	Non Statutory	Free	3,194.00	3,390.00
	Extension per month	Non Statutory	Free	538.00	575.00
	Additional bays per month	Non Statutory	Free	210.00	225.00
Property Clean Up		Non Statutory	Free	Variable according to tendered schedule of fees under contract	Variable according to tendered schedule of fees under contract
Removal of Rubbish	Per Site	Non Statutory	Taxable	Variable according to tendered schedule of fees under contract	Variable according to tendered schedule of fees under contract

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
Removal of Overhanging Shrubs	Contractor Fees	Non Statutory	Taxable	Variable according to tendered schedule of fees under contract	Variable according to tendered schedule of fees under contract
Street Closure Permit (Street Parties)	Permit Fee	Non Statutory	Free	190.00	200.00
Reserved Parking– Film sites etc.	Unrestricted Time Zones Per Car Space	Non Statutory	Free	60.40	64.00
	Time Restricted Zones Per Car Space	Non Statutory	Free	111.30	118.00
<b>3320 – Environmental Health</b>					
Registration Fees – Public Health and Wellbeing Act	Annual Registration Fee	Statutory	Free	182.00	188.00
	Annual Registration Fee (major or critical rating)	Statutory	Free	243.00	251.00
	Ongoing Registration Fee (Low Risk)	Statutory	Free	182.00	188.00
Transfer Administration Fees	Public Health and Wellbeing Act	Non Statutory	Free	96.00	99.00
<b>Registration Fees – Food Act</b>					
Food Act Registration Fees	Class 1 – 5 Star (Hospitals, facilities for the aged, child care and delivered meal organisations)	Statutory	Free	465.00	480.00
	Class 1 – No award (Hospitals, facilities for the aged, child care and delivered meal organisations)	Statutory	Free	568.00	586.00
	Class 2 – 5 Star (Premises that handle potentially hazardous unpackaged foods)	Statutory	Free	426.00	440.00
	Class 2 – No award (Premises that handle potentially hazardous unpackaged foods)	Statutory	Free	526.00	543.00
	Class 2 – (Community groups or not for profit organisations)	Statutory	Free	263.00	271.00
	Class 3A – (Accommodation getaways and home-based businesses using a hot fill process)	Statutory	Free	470.00	485.00
	Class 3A – Low Risk Rating (Accommodation getaways and home-based businesses using a hot fill process)			380.00	392.00
	Class 3 – (Other premises handling unpackaged low risk food, pre-packaged potentially hazardous food or warehousing or distribution of pre-packaged food)	Statutory	Free	470.00	485.00
	Class 3 – Low Risk Rating (Other premises handling unpackaged low risk food, pre-packaged potentially hazardous food or warehousing or distribution of pre-packaged food)			380.00	392.00
	Class 3 – (Community groups or not for profit organisations)	Statutory	Free	167.00	172.00
Additional Follow Up Inspection Fees	Classes 1 and 2	Statutory	Free	166.00	171.00
	Class 3	Statutory	Free	124.00	128.00
<b>Registration Fees – Streatrader</b>					
Annual Registration Fee	Class 2 – (Mobile premises, temporary premises and vending machines)	Statutory	Free	250.00	258.00
	Class 3 – (Mobile premises, temporary premises and vending machines)	Statutory	Free	188.00	194.00
Public Health Legal Fee Income	Legal Fees Income	Non Statutory	Free	Dependant on Volumes	Dependant on Volumes

**2025–26 BUDGET****Schedule of User Charges and Other Fees**

User Charges and Other Fees	Description	Fee Type	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)/Fee Units
<b>Application fees – Onsite Wastewater Management Systems</b>		<u>Current Fee Unit values available from Department of Treasury and Finance</u>			
Domestic Waste Water Management System Approval	Application to construct, install or alter Onsite Waste Water Management System	Statutory	Free	Variable application fee – Minimum 48.88 fee units to Maximum 135.43 fee units	Variable application fee – Minimum 48.88 fee units to Maximum 135.43 fee units
	Application for minor alterations to Onsite Waste Water Management System	Statutory	Free	Flat application fee of 37.25 fee units	Flat application fee of 37.25 fee units
	Application to transfer a permit (OWMS)	Statutory	Free	Flat application fee of 9.93 fee units	Flat application fee of 9.93 fee units
	Application to amend a permit (OWMS)	Statutory	Free	Flat application fee of 10.38 fee units	Flat application fee of 10.38 fee units
	Application to renew a permit (OWMS)	Statutory	Free	Flat application fee of 8.31 fee units	Flat application fee of 8.31 fee units
	Application for exemption (OWMS)	Statutory	Free	Variable application fee – Minimum 14.67 fee units to Maximum 64.41 fee units	Variable application fee – Minimum 14.67 fee units to Maximum 64.41 fee units
<b>3220 – Parking Management</b>					
Magistrate Court Fees		Statutory	Free	Various	Various
Parking Infringements	Non Compliance of Road Rules	Statutory	Free	Variable application fee – Minimum 0.5 fee units to Maximum 1 fee unit	Variable application fee – Minimum 0.5 fee units to Maximum 1 fee unit
Fines Victoria Parking Infringements		Statutory	Free	Variable application fee – Minimum 0.5 fee units to Maximum 1 fee unit	Variable application fee – Minimum 0.5 fee units to Maximum 1 fee unit
Parking Fees Caulfield Racecourse		Non Statutory	Taxable	Various	Various
	First Two Hours (all areas)	Non Statutory	Taxable	3.40	3.50
	All Day Areas Nos. 1 & 2	Non Statutory	Taxable	14.00	14.30
User Fees General		Non Statutory	Free	Various	Various
Miscellaneous Income		Non Statutory	Taxable	Various	Various
Car Share Parking Bay	Establishment Fee	Non Statutory	Taxable	1,060.00	1,060.00
	Annual Renewal Fee	Non Statutory	Taxable	530.00	530.00

**CITY MANAGEMENT****FINANCE**

<b>2210 – Rates and Valuations</b>		<u>Current Fee Unit values available from Department of Treasury and Finance</u>			
Land Information Certificate	Set at 1.82 Fee units (Victoria)	Statutory	Free	29.72	30.59
Reprint of prior years' rates notice	Per copy/reprint	Non Statutory	Free	12.50	12.50

## Appendix F: Schedule of Glen Eira Leisure (GEL) User Charges and Other Fees

This appendix presents the fees and charges which will be charged in respect to various goods and services provided during the 2025–26 year. In order to allow for promotional and marketing programs, the GEL Manager will have limited delegated authority to vary a fee: –by not more than 5 per cent; and for not more than two months.

All the fees below are of a non–statutory nature.

### 2025–26 BUDGET

#### Glen Eira Leisure User Charges and Other Fees

User Charges and Other Fees	Description	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)
<b>Glen Eira Sports &amp; Aquatic Centre–(GESAC)</b>				
<b>4761–Administration &amp; Human Resource–Consumables</b>				
Sundry Income	Member Wrist Band	Taxable	5.00	5.00
Sundry Income	Member Wrist Band–Upgrade	Taxable	5.00	5.00
Sundry Income	Replacement Card	Taxable	5.00	5.00
Uniform Purchase	Uniform	Taxable	75.00	75.00
<b>4762–GESAC Aquatics–Learn To Swim</b>				
Learn To Swim	Gold Swim School Membership	GST Free	26.00	27.00
Learn To Swim	Foundation Swim School Membership	GST Free	21.50	22.50
Learn To Swim	Swim School Membership	GST Free	22.00	23.00
Learn To Swim	Swim School Membership Flexi	GST Free	23.00	24.00
Learn To Swim	Swim School 3 month Term	GST Free	329.00	342.00
Learn To Swim	Private Lesson	GST Free	69.00	72.00
Holiday Program	Swim School Fastlane–Member	GST Free	61.00	64.00
Holiday Program	Swim School Fastlane–Non Member	GST Free	125.00	130.00
Joining Fees	Administration Fee	Taxable	30.00	30.00
<b>4763–GEL Aquatics–Schools</b>				
<b>July 2025–December 2025 Prices (Prices to be reset in January 2026)</b>				
School Swimming Program	Max 6 per class	GST Free	13.95	14.50
School Swimming Program	Max 8 per class	GST Free	13.50	14.10
School Swimming Program	Max 10 per class	GST Free	12.30	12.90
<b>January 2026–June 2026 Prices</b>				
School Swimming Program	Max 6 per class	GST Free	14.50	14.95
School Swimming Program	Max 8 per class	GST Free	14.10	14.55
School Swimming Program	Max 10 per class	GST Free	12.90	13.30
<b>4765–GESAC Aquatics–Birthday Parties</b>				
Birthday Party Program	Birthday Party Program–Snack Menu	Taxable	38.00	Not applicable for 2025–26
Birthday Party Program	Birthday Party Program–Meal Menu	Taxable	41.00	Not applicable for 2025–26
Birthday Party Program	Birthday Party Program–Feast Menu	Taxable	43.00	Not applicable for 2025–26
Birthday Party Program	Birthday Party Program–No Food	Taxable	25.00	Not applicable for 2025–26
Birthday Party Program	Birthday Party Deposit	Taxable	100.00	Not applicable for 2025–26
Birthday Party Program	Birthday Party Booking–Non Member	Taxable	495.00	495.00
Birthday Party Program	Birthday Party Booking–Member	Taxable	395.00	395.00
<b>4766–GESAC Aquatics–Casual Entry</b>				
Adult Swims	10x Adult Swim General Admission	Taxable	102.60	102.60
Adult Swims	Adult Swim General Admission	Taxable	11.40	11.40
Adult Swims	Adult Swim Off Peak	Taxable	9.10	9.10
Over 70's with concession Swim Glen Eira Resident	Adult Swim General Admission	Taxable	2.00	2.00

**2025–26 BUDGET****Glen Eira Leisure User Charges and Other Fees**

User Charges and Other Fees	Description	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)
Over 70's Swim Glen Eira Resident	Adult Swim General Admission	Taxable	7.80	7.80
Over 70's with concession Swim Glen Eira Resident	Over 70s Wellness Concession Admission	Taxable	6.20	6.20
Over 70's Swim Glen Eira Resident	Over 70s Wellness General Admission	Taxable	13.10	13.10
Concession Swims	10 x Concession General Admission	Taxable	81.90	81.90
Concession Swims	Concession Swim General Admission	Taxable	9.10	9.10
Concession Swims	Concession Swim Off Peak	Taxable	7.80	7.80
Child Swims	10 x Child General Admission	Taxable	81.90	81.90
Child Swims	Child Swim General Admission	Taxable	9.10	9.10
Child Swims	Child Swim Off Peak	Taxable	7.80	7.80
Group Swims	10 x Group Swim General Admission	Taxable	302.00	302.00
Group Swims	Group Swim General Admission	Taxable	38.00	38.00
Group Swims	Group Swim Off Peak	Taxable	31.00	31.00
Aquatic Wellness	10 x Aquatic Wellness General Admission	Taxable	147.60	147.60
Aquatic Wellness	Aquatic Wellness General Admission	Taxable	16.40	16.40
Aquatic Wellness	10 x Aquatic Wellness Concession	Taxable	117.90	117.90
Aquatic Wellness	Aquatic Wellness Concession	Taxable	13.10	13.10
Bulk Visit Passes	GESAC Club Card Fee	Taxable	50.00	Not applicable for 2025–26
Spectator Fees	Spectator Fees	Taxable	2.50	2.50
Health Professionals	Casual professional fee–single user	Taxable	19.95	20.90
<b>4769–GEL Aquatics–Pool Hire</b>	<b>July 2025–December 2025 Prices (Prices to be reset in January 2026)</b>			
Pool Hire	25m Pool–Lane	Taxable	82.00	85.00
Pool Hire	25m Pool–Lane (School/Term)	Taxable	74.00	76.00
Pool Hire	25m Pool–Lane (Contract)	Taxable	66.00	68.00
Pool Hire	25m Pool–Lane (Contract–High Usage)	Taxable	65.00	67.00
Pool Hire	25m Pool–Whole Pool	Taxable	470.00	490.00
Pool Hire	50m Pool–Lane	Taxable	84.00	86.00
Pool Hire	50m Pool–Lane (School/Term)	Taxable	76.00	78.00
Pool Hire	50m Pool–Lane (Contract)	Taxable	67.00	69.00
Pool Hire	50m Pool–Lane (Contract–High Usage)	Taxable	65.00	67.00
Pool Hire	50m Pool–Whole Pool	Taxable	483.00	500.00
Pool Hire	50m Pool–Whole Pool (Contract–High Usage)	Taxable	252.00	260.00
Pool Hire	Wellness Program Pool–2m Lane	Taxable	66.00	68.00
Pool Hire	Wellness Program Pool–Additional Metre	Taxable	32.50	34.00
Pool Hire	Wellness Program Pool–Whole Pool	Taxable	262.00	270.00
Pool Hire	LTS Pool–Lane	Taxable	42.00	44.00
Pool Hire	LTS Pool–Lane (School/Term)	Taxable	37.80	39.00
Pool Hire	LTS Pool–Lane (Contract)	Taxable	29.40	30.00
Pool Hire	LTS Pool–Lane (Contract–High Usage)	Taxable	27.30	28.00
Pool Hire	LTS Pool–Whole Pool	Taxable	168.00	175.00
Pool Hire	Leisure Pool	Taxable	252.00	260.00
Pool Hire	Water Slides	Taxable	252.00	260.00
Pool Hire	Ultimate Package	Taxable	850.00	880.00



2025–26 BUDGET Glen Eira Leisure User Charges and Other Fees				
User Charges and Other Fees	Description	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)
Pool Hire	Ultimate Package–After 9pm	Taxable	990.00	1,030.00
Pool Hire	Fun Package	Taxable	640.00	660.00
Pool Hire	Fun Package–After 9pm	Taxable	820.00	850.00
Pool Hire	Child Care Room	Taxable	75.00	78.75
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	43.00	45.00
Pool Hire	Instructor	Taxable	72.00	75.00
Pool Hire	Lifeguard	Taxable	72.00	75.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	72.00	75.00
Pool Hire	Inflatable	Taxable	252.00	260.00
Pool Hire	Carnival Equipment	Taxable	75.00	77.00
<b>January 2026–June 2026 Prices</b>				
Pool Hire	25m Pool–Lane	Taxable	85.00	88.00
Pool Hire	25m Pool–Lane (School/Term)	Taxable	76.00	79.00
Pool Hire	25m Pool–Lane (Contract)	Taxable	68.00	71.00
Pool Hire	25m Pool–Lane (Contract–High Usage)	Taxable	67.00	70.00
Pool Hire	25m Pool–Whole Pool	Taxable	490.00	510.00
Pool Hire	50m Pool–Lane	Taxable	86.00	90.00
Pool Hire	50m Pool–Lane (School/Term)	Taxable	78.00	81.00
Pool Hire	50m Pool–Lane (Contract)	Taxable	69.00	72.00
Pool Hire	50m Pool–Lane (Contract–High Usage)	Taxable	67.00	70.00
Pool Hire	50m Pool–Whole Pool	Taxable	500.00	520.00
Pool Hire	50m Pool–Whole Pool (Contract–High Usage)	Taxable	260.00	270.00
Pool Hire	Wellness Program Pool–2m Lane	Taxable	68.00	71.00
Pool Hire	Wellness Program Pool–Additional Metre	Taxable	34.00	35.00
Pool Hire	Wellness Program Pool–Half Pool	Taxable	270.00	280.00
Pool Hire	LTS Pool–Lane	Taxable	44.00	46.00
Pool Hire	LTS Pool–Lane (School/Term)	Taxable	39.00	40.00
Pool Hire	LTS Pool–Lane (Contract)	Taxable	30.00	31.00
Pool Hire	LTS Pool–Lane (Contract–High Usage)	Taxable	28.00	29.00
Pool Hire	LTS Pool–Whole Pool	Taxable	175.00	180.00
Pool Hire	Leisure Pool	Taxable	260.00	270.00
Pool Hire	Water Slides	Taxable	260.00	270.00
Pool Hire	Ultimate Package	Taxable	880.00	890.00
Pool Hire	Ultimate Package–After 9pm	Taxable	1,030.00	1,050.00
Pool Hire	Fun Package	Taxable	660.00	680.00
Pool Hire	Fun Package–After 9pm	Taxable	850.00	875.00
Pool Hire	Child Care Room	Taxable	78.75	81.00
Pool Hire	Child Care Room (School/Term/Industry)	Taxable	45.00	46.00
Pool Hire	Instructor	Taxable	75.00	78.00
Pool Hire	Lifeguard	Taxable	75.00	78.00
Pool Hire	Out of Hours Staff Surcharge	Taxable	75.00	78.00
Pool Hire	Inflatable	Taxable	260.00	270.00

2025–26 BUDGET Glen Eira Leisure User Charges and Other Fees				
User Charges and Other Fees	Description	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)
Pool Hire	Carnival Equipment	Taxable	77.00	80.00
<b>4774–GESAC Operations–Administration</b>				
Lockers	Medium Locker	Taxable	3.50	3.50
<b>4775–GESAC Sales &amp; Marketing–Foundation</b>				
Foundation Membership	Foundation Membership Stage 1	Taxable	21.95	22.50
Foundation Membership	Foundation Membership Stage 2	Taxable	22.95	23.50
Foundation Membership	Foundation Membership Stage 3	Taxable	24.95	25.50
<b>4777–GESAC Sales &amp; Marketing</b>				
Full Membership	GOLD Membership Direct Debit–12 month minimum–weekly fee	Taxable	25.95	26.50
Full Membership	GOLD Membership Direct Debit–1 month minimum–weekly fee	Taxable	29.95	30.50
Full Membership	GOLD Membership 3 month Term	Taxable	439.00	446.00
Full Membership	GOLD Membership 6 month Term	Taxable	828.00	842.00
Full Membership	GOLD Membership 12 month Term	Taxable	1,399.00	1,427.00
Concession Membership	GOLD Concession Membership Direct Debit–12 month minimum	Taxable	22.95	23.50
Concession Membership	GOLD Concession Membership Direct Debit–1 month minimum	Taxable	26.95	27.50
Concession Membership	GOLD Concession Membership 3 month Term	Taxable	400.00	407.00
Concession Membership	GOLD Concession Membership 6 month Term	Taxable	750.00	765.00
Concession Membership	GOLD Concession Membership 12 month Term	Taxable	1,243.00	1,271.00
	GOLD My Physio/Mind/Glen Eira Carer 10 Week	Taxable	100.00	100.00
Aquatic Membership	Aquatic Membership Direct Debit–12 month	Taxable	17.50	17.95
Aquatic Membership	Aquatic Membership Direct Debit–1 month	Taxable	20.50	20.95
Aquatic Membership	Aquatic Membership 3 month Term	Taxable	316.00	322.00
Aquatic Membership	Aquatic Membership 6 month Term	Taxable	582.00	594.00
Aquatic Membership	Aquatic Membership 12 month Term	Taxable	959.00	983.00
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit–12 month	Taxable	15.50	15.95
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit–1 month	Taxable	18.50	18.95
Aquatic Concession Membership	Aquatic Concession Membership 3 month Term	Taxable	290.00	296.00
Aquatic Concession Membership	Aquatic Concession Membership 6 month Term	Taxable	530.00	542.00
Aquatic Concession Membership	Aquatic Concession Membership 12 month Term	Taxable	855.00	879.00
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit–12 month	Taxable	14.50	14.95
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit–1 month	Taxable	17.50	17.95
Aquatic Junior Membership	Aquatic Junior Membership 3 month Term	Taxable	277.00	283.00
Aquatic Junior Membership	Aquatic Junior Membership 6 month Term	Taxable	504.00	516.00
Aquatic Junior Membership	Aquatic Junior Membership 12 month Term	Taxable	803.00	827.00
Corporate Membership	Corporate Membership Direct Debit–12 month minimum	Taxable	23.95	24.50
Corporate Membership	Corporate Membership Direct Debit–1 month minimum	Taxable	27.95	28.50
Corporate Membership	Corporate Membership 3 month Term	Taxable	413.00	420.00
Corporate Membership	Corporate Membership 6 month Term	Taxable	776.00	791.00
Corporate Membership	Corporate Membership 12 month Term	Taxable	1,295.00	1,323.00
Activate Membership	Activate Membership Direct Debit	Taxable	19.50	19.95
Activate Membership	Activate Membership 3 month Term	Taxable	303.00	309.00
Activate Membership	Activate Membership 6 month Term	Taxable	556.00	568.00

<b>2025–26 BUDGET</b>				
<b>Glen Eira Leisure User Charges and Other Fees</b>				
<b>User Charges and Other Fees</b>	<b>Description</b>	<b>GST Status</b>	<b>Charges per unit 2024–2025 (\$)</b>	<b>Charges per unit 2025–2026 (\$)</b>
Activate Membership	Activate Membership 12 month Term	Taxable	1,063.00	1,087.00
Junior Membership	Rising Star Membership Direct Debit	Taxable	19.85	20.50
Junior Membership	Rising Star Membership 3 month Term	Taxable	308.00	316.00
Junior Membership	Rising Star Membership 6 month Term	Taxable	566.00	582.00
Junior Membership	Rising Star Membership 12 month Term	Taxable	1,082.00	1,115.00
Stadium Membership	Stadium only membership	Taxable	9.30	9.70
Stadium Membership	Stadium only membership–concession	Taxable	8.30	8.70
Stadium Membership	Stadium only membership–Child (16 and under)	Taxable	8.30	8.70
	Bayside Tri Aquatic Unlimited Membership Weekly Fee	Taxable	16.50	17.00
	Bayside Tri Aquatic Unlimited Membership Weekly Fee Junior/Concession	Taxable	14.50	15.00
	Bayside Tri 1 Session Per Week Weekly Fee	Taxable	9.10	9.50
	Bayside Tri 1 Session Per Week Junior/Concession Weekly Fee	Taxable	7.60	7.90
	Academy of Swimming Unlimited Foundation Weekly Fee	Taxable	12.00	12.50
	Academy of Swimming Unlimited Weekly Fee	Taxable	14.50	15.00
	Academy of Swimming 1 Session Per Week Weekly Fee	Taxable	7.70	8.00
	Academy of Swimming Unlimited –3 Months Upfront	Taxable	189.00	195.00
<b>4779–GESAC Sales &amp; Marketing–Joining Fees</b>				
Joining Fees	Joining Fee 1	Taxable	99.00	99.00
Joining Fees	Joining Fee 2	Taxable	49.00	49.00
Admin Fees	Admin Fees	Taxable	49.95	49.95
<b>4782–GESAC–Sport, Health &amp; Wellbeing–Bulk Visit</b>				
Bulk Visit Passes	10 x Group Exercise Pass	Taxable	184.50	193.50
Bulk Visit Passes	10 x Concession Group Exercise Pass	Taxable	166.50	171.00
<b>4784–GESAC–Sport, Health &amp; Wellbeing–Gym</b>				
Casual Gym	Centre Visit Pass	Taxable	29.50	29.95
Casual Gym	Concession Centre Visit Pass	Taxable	26.50	26.95
Casual Gym	Health Assessment	Taxable	39.00	39.95
Casual Gym	Living Longer Living Stronger	Taxable	8.00	8.00
Casual Gym	Living Longer Living Stronger Consultation	Taxable	39.00	39.95
Attendant Support Initiative	Single session rate 1 hours	Taxable	53.90	56.00
Attendant Support Initiative	10 Pass ASP 1 Hour	Taxable	539.00	560.00
<b>4785–GESAC–Sport, Health &amp; Wellbeing–Facilities Hire</b>				
Wet Program	Aqua Aerobics Group Class	Taxable	255.00	Not applicable for 2025–26
Dry Program	Group Exercise Class	Taxable	255.00	267.00
Dry Program	Group Cycle Class	Taxable	230.00	241.00
Dry Program	Group Exercise Studio Hire	Taxable	168.00	176.00
Dry Program	Group Exercise Studio Hire (High Use)	Taxable	112.00	117.00
Dry Program	Mind and Body Studio Hire	Taxable	137.00	143.00
Dry Program	Mind and Body Studio Hire (High Use)	Taxable	86.00	90.00
<b>4786–GESAC–Sport, Health &amp; Wellbeing–Stadium</b>				
Competition Fees	Competition Team Fees Senior	Taxable	94.50	99.00
Competition Fees	Junior Futsal Development Program	Taxable	15.00	15.50

**2025–26 BUDGET****Glen Eira Leisure User Charges and Other Fees**

User Charges and Other Fees	Description	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)
Competition Fees	Junior Netball Development Program	Taxable	15.00	Not applicable for 2025–26
Stadium Hire	Court Hire–Peak	Taxable	75.00	78.00
Stadium Hire	Court Hire–Schools	Taxable	63.00	66.00
Stadium Hire	Court Hire–Off Peak	Taxable	50.00	52.00
Casual Use	Casual Use	Taxable	7.40	7.60
Registration	Netball Registration	Taxable	336.00	350.00
Registration	Futsal Registration	Taxable	230.00	240.00
Competition Fees	Junior Futsal Competition	Taxable	15.00	15.50
Competition Fees	Junior Netball Competition	Taxable	15.00	15.50
	Day Time Ladies Netball 10 Pass	Taxable	153.00	Not applicable for 2025–26
	Day Time Ladies Netball 5 Pass	Taxable	76.50	Not applicable for 2025–26
	Netball Bib Hire	Taxable	5.00	5.00
	AFL Registration	Taxable	155.00	Not applicable for 2025–26
<b>4788–GESAC–Sport, Health &amp; Wellbeing–Group Exercise</b>				
Casual Group Exercise	Casual Group Exercise	Taxable	20.50	21.50
Casual Group Exercise	Casual Concession Group Exercise	Taxable	18.50	19.00
Casual Group Exercise	Casual Activate Group Exercise Classes	Taxable	15.00	15.50
Casual Group Exercise	Casual over 70's Glen Eira Residents with Concession for Seniors classes	Taxable	2.00	2.00
Casual Group Exercise	Casual over 70's Glen Eira Residents for Seniors classes	Taxable	7.80	7.80
Casual Group Exercise	Active Older Adults	Taxable	5.00	5.00
Casual Virtual Fitness	Casual Group Exercise	Taxable	5.00	5.00
<b>4789–GESAC–Sport, Health &amp; Wellbeing–Personal Training</b>				
Personal Training 30mins	Direct debit or casual can be one on one or up to 3 on 1–single session	Taxable	50.00	52.50
Personal Training 30mins	Upfront Can be one on one or up to 3 on 1–5 Session purchase	Taxable	250.00	262.50
Starter Packs	Upfront PT Kickstart	Taxable	99.00	99.00
Personal Training 45mins	Direct debit or casual can be one on one or up to 3 on 1–single session	Taxable	75.00	78.00
Personal Training 45mins	Upfront Can be one on one or up to 3 on 1–5 Session purchase	Taxable	375.00	390.00

<b>2025–26 BUDGET Glen Eira Leisure User Charges and Other Fees</b>				
<b>User Charges and Other Fees</b>	<b>Description</b>	<b>GST Status</b>	<b>Charges per unit 2024–2025 (\$)</b>	<b>Charges per unit 2025–2026 (\$)</b>
<b>Caulfield Recreation Centre</b>				
Direct Debit Membership	New Member / Per Fortnight	Taxable	34.00	35.00
	New Member Concession / Per Fortnight	Taxable	28.50	29.50
Administration Fee	New and rejoining Members	Taxable	49.95	49.95
Memberships–Gym and Aerobics	12 Month	Taxable	920.00	Not applicable for 2025–26
	6 Month	Taxable	495.00	Not applicable for 2025–26
	3 Month	Taxable	292.00	Not applicable for 2025–26
	12 Month Concession	Taxable	780.00	Not applicable for 2025–26
	6 Month Concession	Taxable	410.00	Not applicable for 2025–26
	3 Month Concession	Taxable	240.00	Not applicable for 2025–26
Memberships–Gym	12 Month	Taxable	785.00	Not applicable for 2025–26
Membership–Aerobics	12 Month	Taxable	650.00	Not applicable for 2025–26
	12 Month Concession	Taxable	520.00	Not applicable for 2025–26
Teen Gym	Membership	Taxable	25.00	26.00
	Administration Fee	Taxable	39.95	39.95
	Multi Pass	Taxable	93.00	97.00
Membership–Corporate	CRC Gold Corporate Direct Debit pw	Taxable	14.50	15.00
Health Club	Casual Gym	Taxable	18.00	18.50
	Multi Visit Card Concession (10)	Taxable	157.00	Not applicable for 2025–26
	Gym Visit Multi Visit Card (10)	Taxable	176.00	166.50
	Casual Health Club Concession	Taxable	15.80	16.50
	Gym Visit Multi Visit Card Concession (10)	Taxable	142.00	148.50
Group Fitness	Group Exercise Casual	Taxable	18.00	18.50
	Group Exercise Concession	Taxable	15.70	16.20
	Multi Card Visit (10)	Taxable	168.00	166.50
	Multi Visit Card Concession (10)	Taxable	142.00	145.80
Older Adults	Stay Active casual	Taxable	7.70	8.00
	Stay Active Multi Visit Card Concession (10)	Taxable	69.00	72.00
	Stay Active Direct Debit Membership	Taxable	29.00	30.00
	Casual over 70's Glen Eira Residents with Concession for Seniors classes	Taxable	2.00	2.00
	Activate Lite (Active ageing) single pass	Taxable	5.00	5.00
	Activate Lite 5 pass	Taxable	25.00	25.00
Facility Hire	Main studio hire–per hour	Taxable	26.00	27.00
Registered Training	CPR HLTAID001–Full	GST Free	60.00	63.00
	CPR HLTAID001–Update	GST Free	50.00	52.50
	First Aid HLTAID003 Full	GST Free	175.00	183.00
	First Aid HLTAID003–Update	GST Free	120.00	126.00
	First Aid HLTAID004–Full	GST Free	195.00	204.00
	First Aid HLTAID004–Update	GST Free	125.00	131.00
	Pool Lifeguard SISS00111–Full	GST Free	295.00	309.00
	Pool Lifeguard SISS00111–update	GST Free	125.00	131.00

**2025–26 BUDGET****Glen Eira Leisure User Charges and Other Fees**

User Charges and Other Fees	Description	GST Status	Charges per unit 2024–2025 (\$)	Charges per unit 2025–2026 (\$)
	Child and Infant CPR	GST Free	32.00	33.00
	Course in First Aid Management of Anaphylaxis 22300VIC	GST Free	65.00	68.00
	Course in First Aid Management of Anaphylaxis 22300VIC –UPDATE	GST Free	54.00	56.00
	Course in Asthma Awareness	GST Free	81.00	85.00

**Carnegie Memorial Swimming Pool****4509–CMSP Aquatics–Casual Entry**

Adult Swims	10x Adult Swim General Admission	Taxable	92.25	92.25
Adult Swims	Adult Swim General Admission	Taxable	10.25	10.25
Adult Swims	Adult Swim Off Peak	Taxable	8.20	8.20
Over 70's with concession Swim Glen Eira Resident	Adult Swim General Admission	Taxable	2.00	2.00
Over 70's Swim Glen Eira Resident	Adult Swim General Admission	Taxable	7.80	7.80
Over 70's with concession Swim Glen Eira Resident	Over 70s Wellness Concession Admission	Taxable	6.20	6.20
Over 70's Swim Glen Eira Resident	Over 70s Wellness General Admission	Taxable	13.10	13.10
Concession Swims	10 x Concession General Admission	Taxable	73.80	73.80
Concession Swims	Concession Swim General Admission	Taxable	8.20	8.20
Concession Swims	Concession Swim Off Peak	Taxable	7.00	7.00
Child Swims	10 x Child General Admission	Taxable	73.80	73.80
Child Swims	Child Swim General Admission	Taxable	8.20	8.20
Child Swims	Child Swim Off Peak	Taxable	7.00	7.00
Group Swims	10 x Group Swim General Admission	Taxable	307.80	307.80
Group Swims	Group Swim General Admission	Taxable	34.20	34.20
Group Swims	Group Swim Off Peak	Taxable	27.90	27.90
Aquatic Wellness	10 x Aquatic Wellness General Admission	Taxable	147.60	147.60
Aquatic Wellness	Aquatic Wellness General Admission	Taxable	16.40	16.40
Aquatic Wellness	10 x Aquatic Wellness Concession	Taxable	117.90	117.90
Aquatic Wellness	Aquatic Wellness Concession	Taxable	13.10	13.10
Spectator Fees	Spectator Fees	Taxable	2.50	2.50

**4510–CMSP Sales & Marketing**

Aquatic Membership	Aquatic Membership Direct Debit–12 month	Taxable	16.50	16.95
Aquatic Membership	Aquatic Membership Direct Debit–1 month	Taxable	19.50	19.95
Aquatic Membership	Aquatic Membership 3 month Term	Taxable	303.00	309.00
Aquatic Membership	Aquatic Membership 6 month Term	Taxable	556.00	568.00
Aquatic Membership	Aquatic Membership 12 month Term	Taxable	907.00	931.00
Aquatic Membership	Legacy Aquatic Membership Direct Debit–12 month (not sold after January 2025)	Taxable	14.50	14.95
Aquatic Membership	Legacy Aquatic Membership Direct Debit–1 month (not sold after January 2025)	Taxable	17.50	17.95
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit–12 month	Taxable	14.50	14.95
Aquatic Concession Membership	Aquatic Concession Membership Direct Debit–1 month	Taxable	17.50	17.95
Aquatic Concession Membership	Aquatic Concession Membership 3 month Term	Taxable	276.00	283.00
Aquatic Concession Membership	Aquatic Concession Membership 6 month Term	Taxable	504.00	516.00
Aquatic Concession Membership	Aquatic Concession Membership 12 month Term	Taxable	803.00	827.00
Aquatic Concession Membership	Legacy Aquatic Concession Membership Direct Debit–12 month (not sold after January 2025)	Taxable	12.50	12.95

<b>2025–26 BUDGET Glen Eira Leisure User Charges and Other Fees</b>				
<b>User Charges and Other Fees</b>	<b>Description</b>	<b>GST Status</b>	<b>Charges per unit 2024–2025 (\$)</b>	<b>Charges per unit 2025–2026 (\$)</b>
Aquatic Concession Membership	Legacy Aquatic Concession Membership Direct Debit–1 month (not sold after January 2025)	Taxable	15.50	15.95
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit–12 month	Taxable	13.50	13.95
Aquatic Junior Membership	Aquatic Junior Membership Direct Debit–1 month	Taxable	16.50	16.95
Aquatic Junior Membership	Aquatic Junior Membership 3 month Term	Taxable	264.00	270.00
Aquatic Junior Membership	Aquatic Junior Membership 6 month Term	Taxable	478.00	490.00
Aquatic Junior Membership	Aquatic Junior Membership 12 month Term	Taxable	751.00	775.00
Aquatic Junior Membership	Legacy Aquatic Junior Membership Direct Debit–1 month (not sold after January 2025)	Taxable	14.50	14.95
<b>4509–CMSP–Sport, Health &amp; Wellbeing–Group Exercise</b>				
Casual Group Exercise	Casual Group Exercise	Taxable	20.50	21.50
Casual Group Exercise	Casual Concession Group Exercise	Taxable	18.50	19.00
Casual Group Exercise	Casual Activate Group Exercise Classes	Taxable	15.00	15.50
Casual Group Exercise	Casual over 70's Glen Eira Residents with Concession for Seniors classes	Taxable	2.00	2.00
Casual Group Exercise	Casual over 70's Glen Eira Residents for Seniors classes	Taxable	7.80	7.80
Casual Virtual Fitness	Casual Group Exercise	Taxable	5.00	5.00
Bulk Visit Passes	10 x Group Exercise Pass	Taxable	184.50	193.50
Bulk Visit Passes	10 x Concession Group Exercise Pass	Taxable	166.50	171.00
<b>4512–CMSP Aquatics Pool Hire</b>				
Swim Carnivals	Pool Hire 50m (Per Hour)	Taxable	500.00	525.00
	Pool Hire–Dive (Per Hour)	Taxable	260.00	273.00
	Entry Fee per participant (Carnivals)	Taxable	4.60	4.80
<b>4508–CMSP Birthday Parties</b>				
Birthday Party Program	Birthday Party Booking–Non Member	Taxable	295.00	295.00
Birthday Party Program	Birthday Party Booking–Member	Taxable	250.00	250.00



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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[mail@gleneira.vic.gov.au](mailto:mail@gleneira.vic.gov.au)  
[www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

### National Relay Service

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

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

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](https://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](https://www.instagram.com/cityofgleneira)

#### LinkedIn:

[www.linkedin.com/company/glen-eira-city-council](https://www.linkedin.com/company/glen-eira-city-council)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](https://www.facebook.com/gleneiraarts)

[www.instagram.com/gleneiraarts](https://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESACOnline](https://www.facebook.com/GESACOnline)

[www.instagram.com/gleneiraleisure](https://www.instagram.com/gleneiraleisure)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](https://www.facebook.com/GlenEiraLibraries)

[www.instagram.com/gleneiralibraries](https://www.instagram.com/gleneiralibraries)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](https://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](https://www.facebook.com/GlenEiraYouthServices)

[www.instagram.com/gleneirayouthservices](https://www.instagram.com/gleneirayouthservices)





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MURRUMBEENA  
ORMOND  
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# Glen Eira City Council

## Draft Revenue and Rating Plan 2025–2029



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### 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 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.



## Message from the Mayor

Every decision we make at Council comes back to one key question: how do we best serve our community? Our *Revenue and Rating Plan* plays a crucial role in answering this question, as it guides how we generate income to fund the services and infrastructure that you rely on every day.

Glen Eira is a special place — home to people from all walks of life, rich in culture and community spirit. Whether it's the local sporting clubs, our cherished parks and gardens, or the welcoming spaces of our libraries and community centres, our City thrives because of the people who live and contribute here. This plan ensures that we can continue delivering essential services and infrastructure while maintaining financial responsibility and fairness for our community.

Rates and charges are our main source of income, governed by the *Fair Go Rates System*, which limits how much we can increase rates each year. While this system helps keep rates affordable, it also presents challenges as costs continue to rise. That's why we are committed to being strategic in how we manage resources, invest in priority projects, and explore alternative funding sources like government grants, partnerships, and user-pays models where appropriate.

We also understand the importance of keeping fees and charges fair and reflective of the cost of delivering services. Our approach ensures that funds are used responsibly and contribute to a stronger, more sustainable, and more connected Glen Eira.

Through extensive community engagement, including most recently *Our Place, Our Plan*, we've heard what matters most to you — safe and accessible spaces, environmental sustainability, and high-quality services. This plan reflects those priorities and ensures that our funding model supports the long-term wellbeing of Glen Eira.

I want to thank everyone who has contributed their time and insights to this process. Your feedback helps us make informed, community-driven decisions. Together, we will continue building a thriving, inclusive, and sustainable Glen Eira.



**Councillor Simone Zmood**

**Glen Eira Mayor**

## Foreword from Chief Executive Officer

At Glen Eira City Council, we know that delivering the services, infrastructure, and programs our community needs rely on sound financial planning. Our *Revenue and Rating Plan* is a key part of this, ensuring that we have a fair and sustainable approach to raising the income needed to keep our City running.

I am pleased to present the *Glen Eira City Council Revenue and Rating Plan*, which sets out our approach to generating and managing revenue over the next four years. This plan is a critical component of our financial strategy, ensuring that we can continue to provide high-quality services, maintain infrastructure, and support the long-term sustainability of our community.

Like other councils, Glen Eira operates in a challenging financial environment, where balancing the needs of our growing community with a sound budget is essential. With rate capping in place for several years, we must carefully manage our resources while seeking opportunities to diversify revenue streams, maximise efficiency, and ensure a fair and equitable approach to rating and generating income.

Glen Eira is more than just a municipality — it's a place we call home. From our tree-lined streets to our vibrant community hubs, our parks, playgrounds, and bustling shopping strips, every part of Glen Eira reflects the people who live, work, and contribute here.

Our focus is on transparency, accountability, and sustainability, ensuring that all revenue decisions support the wellbeing and future prosperity of our residents. The plan explains how we determine rates and charges and apply principles for user fees and charges. It's not just about numbers — it's about ensuring we have the resources to support our community's wellbeing, maintain our facilities, and build a more sustainable and inclusive Glen Eira.

Glen Eira City Council remains committed to sound financial management, strategic investment, and responsible decision-making, ensuring that we can continue to meet community expectations while maintaining financial stability.

Thank you for being part of this journey with us.



**Rebecca McKenzie**  
**Chief Executive Officer**

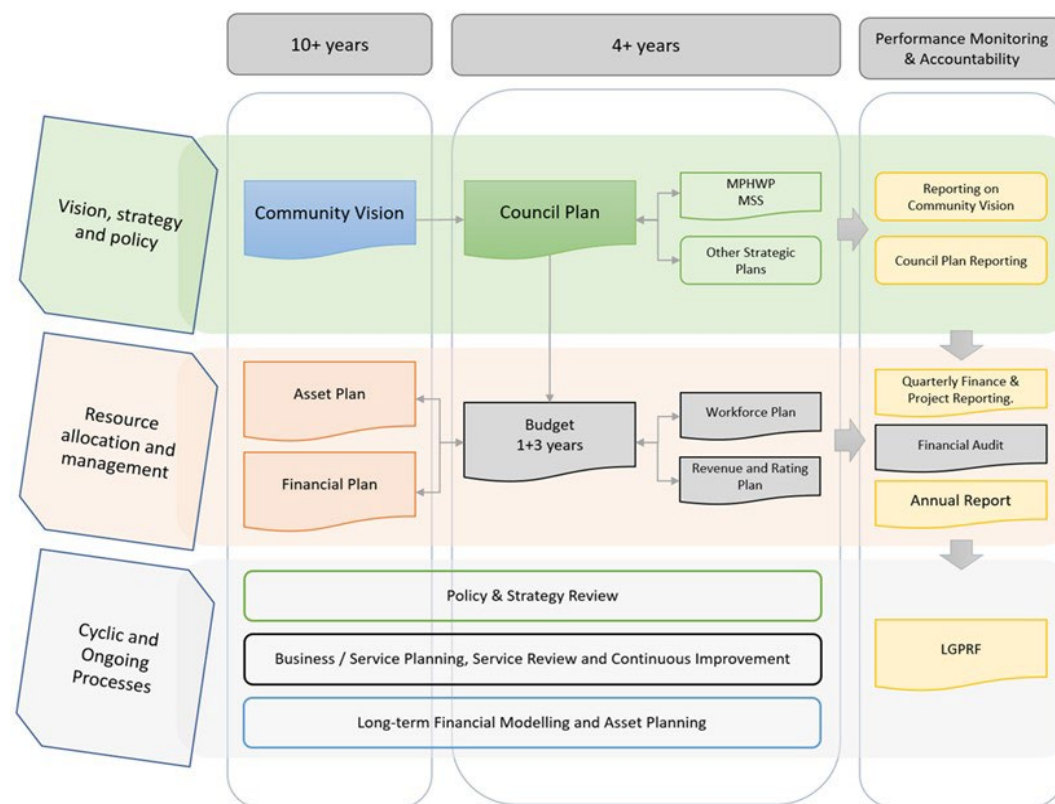
## Introduction

### 1.1 Purpose

The *Revenue and Rating Plan* is a critical component of Council's strategic planning. Developed in conjunction with the *Council Plan* and other long-term plans, it ensures a cohesive and systematically integrated approach within the broader planning process.

The *Integrated Planning and Reporting Framework (IPRF)* utilised by the Council comprehensively guides its strategic planning process (Figure 1 below). This approach helps achieve the community vision of '*A thriving and empowered community working together for an inclusive and sustainable future.*' Through their *IPRF*, Glen Eira City Council ensures all strategic objectives, initiatives, and financial commitments are meticulously coordinated.

Figure 1: Integrated Planning and Reporting Framework.



Source: Department of Jobs, Precincts and Regions

Additionally, Council's integrated approach highlights the importance of community engagement to inform the planning process. By involving residents and stakeholders, Glen Eira

City Council ensures its strategies and plans reflect the community's needs and priorities. This collaborative approach fosters transparency, accountability, and trust between Council and the community.

The strategies in this *Revenue and Rating Plan* align closely with the objectives in the *Council Plan* and inform our budgeting, long-term financial planning, and other strategic documents.

By defining the revenue and rating parameters within which Council proposes to operate, this plan ensures all financial strategies are cohesive and systematically integrated within the broader planning process.

The *Revenue and Rating Plan* provides a medium-term outlook on how Council will generate income to deliver on the commitments outlined in the *Council Plan*. This includes a thorough examination of programs, services, and capital works over a four-year period.

The *Plan* is not just a financial document but a strategic tool guiding Council's effort to create a thriving, inclusive, and sustainable future. It is a clear roadmap for generating the necessary income to support the *Council Plan's* initiatives and commitments, ensuring all actions align with the broader strategic vision.

This *Revenue and Rating Plan* will explain how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this *Plan* will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

It is also important to note that the *Revenue and Rating Plan* does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

## 1.2 Financial sustainability

Our financial sustainability continues to be challenged by increasing costs such as construction, utilities and borrowings, which have outpaced the growth in our revenue. The impact of increased regulation and cost shifting from other levels of government is also a contributing factor. The rate cap set by the Minister for Local Government has been significantly below the actual cost escalation for the previous few years.

Our financial sustainability journey has been supported by independent experts and advisors to undertake extensive analysis on our long-term financial position. This has helped us to better understand our financial sustainability challenge and the options to address it. The reviews highlighted options for increasing revenue through borrowings, philanthropy, rates and fees, as well as options for decreasing expenditure. Council commenced a process of

re-building cash reserves and returning to a position of healthier long-term financial sustainability.

We aim to maintain and improve our services, infrastructure and facilities, especially in terms of access, equity and environmental sustainability. To achieve this, Council must carefully manage finances and use innovation and continuous improvement measures to ensure services are the most efficient and cost-effective that can be provided.

Council is also cost efficient in the delivery of services and has always used available funds to invest in facilities, services, and spaces for the community rather than to deliver annual surpluses.

Our financial sustainability journey is directly linked to our *Revenue and Rating Plan* because this plan determines how Council will generate income to fund services, infrastructure, and operations over the long term.



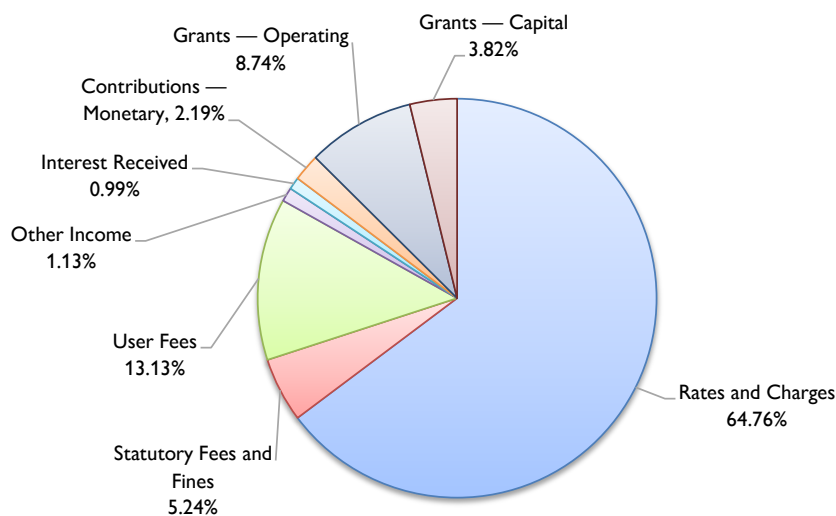
### 1.3 Overview

Council plays an important role in delivering a wide range of services to their local communities, as well as building and maintaining community assets and infrastructure, and enforcing various laws. In doing so, Council must collect revenue to cover costs of providing services and facilities. Council's revenue sources include:

- *Rates and charges*
- *Waste charges*
- *Grants from other levels of government (operating and capital)*
- *Statutory fees and fines*
- *User fees*
- *Contributions — monetary (open space contributions)*
- *Interest from investments*

Rates and charges are the most significant revenue source for Council and make up approximately 65 per cent of its annual income as shown in the graph below.

Operating Revenue 2025–26



The introduction of the Fair Go Rates System (rate capping) has provided substantial financial challenges to Council's long-term financial sustainability and continues to restrict Council's ability to raise revenue to maintain service delivery levels and invest in community assets. This strategy will consider Council's reliance on rate income as well as other alternatives of revenue generation.

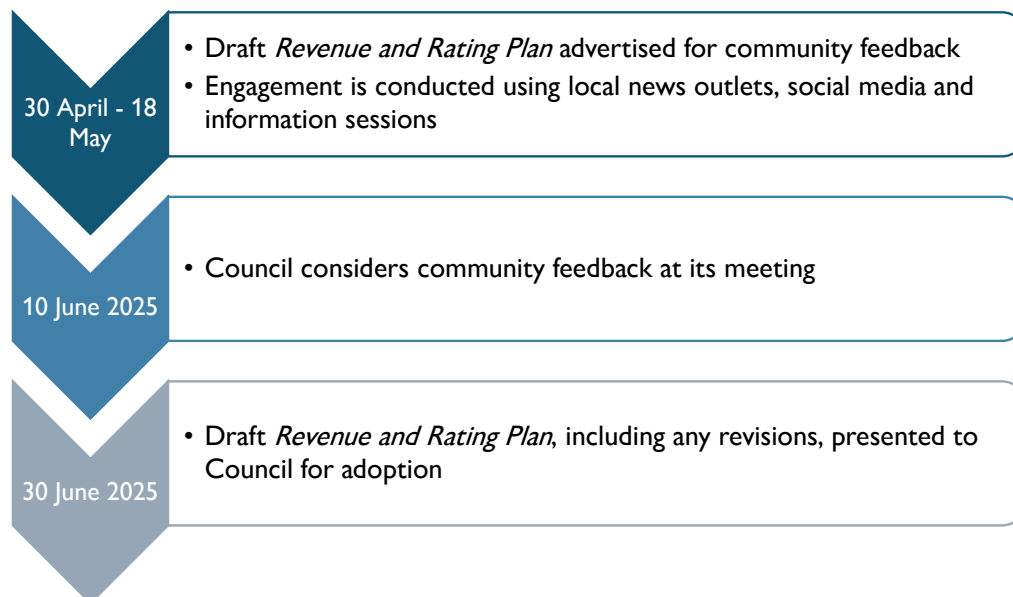
Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees, are set by the Victorian Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge based on the principles outlined in this revenue and rating plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

### 1.4 Community engagement

The *Revenue and Rating Plan* outlines Council's decision-making process on how revenues are calculated and collected. The following public consultation process will be followed to ensure due consideration and feedback is received from relevant stakeholders.

The *Revenue and Rating Plan* community engagement process is as follows:



The development of the draft *Budget and Revenue and Rating Plan* was informed by the community's feedback during Council's *Our Place, Our Plan* between February and April 2025. Community members had the opportunity to provide feedback during exhibition of the plan between April and May 2025.

This integrated planning and engagement process ensured the community could meaningfully contribute to the development of Council's integrated long-term plans — including the *Budget and Revenue and Rating Plan* — across multiple phases of engagement. The program included broad engagement, targeted stakeholder engagement, engagement with harder-to-reach cohorts, and deliberative engagement through the reactivated deliberative Community Priorities Panel.

We learned that for long-term sustainability, the community would like the Council to raise funds to continue delivering the services they rely on. The community expressed the importance of seeking funds through sponsorships and partnerships with other levels of government and the private sector, where possible. Additionally, they suggested revisiting our fees and charges for services and activities—such as venue hire and permits—and considering increasing them to support the delivery of other programs and services.

This built on the community's feedback received during the 2023 *Our Priorities, Our Future* engagement program, where the deliberative Community Priorities Panel suggested Council investigate new sources of revenue and consider commercialising its assets.

## 1.5 Rates and charges

### (a) Rating context

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater to their municipal population.

The whole community pays taxes and rates. Of the total tax revenue collected by all levels of government, currently councils across Australia collect only 3.5 per cent. The other 96.5 per cent goes to Australian and Victorian governments. The more tax revenue that Australian and Victorian governments return to local projects, the less pressure there will be on rates.

Glen Eira City Council's reliance on rates is influenced by policy and legislative factors that preclude or limit Council's ability to charge. Council does not have discretion to set user fees and charges for a range of services where this is set out in Victorian Government legislation or regulation, such as prescribed fees for planning permits, or in funding agreements with other levels of government such as those applying to aged services and maternal and child health. Other fees and charges are benchmarked with the market or other comparators to ensure that they are fair and reasonable.

### (b) The Fair Go Rates System

The Fair Go Rates System introduced across Victoria in 2015 has severely constrained councils' ability to draw upon traditional avenues of revenue to continue the provision of essential community services at their current levels.

While rate capping aims to provide a downwards force on cost-of-living pressures felt by residents, rates comprise a sizeable proportion of revenue inflows for local governments each year and a discrete cap on these inflows means these same affordability pressures are

exacerbated for Local Governments and their ability to sustain the level and quality of services to the community.

This is amplified by the actual level that applicable rate caps have been set at in recent years, specifically in the years of heightened inflation post pandemic — for example, annual consumer price index (CPI) to June 2023 was six per cent, while the applicable rate cap for Victorian Local Governments for the same period was 1.75 per cent.

The compounding effect of a low rate cap for councils results in slower revenue growth, which over time can impact their long-term financial sustainability, limiting their ability to provide services, maintain infrastructure, and meet new demands. Without the flexibility to compound revenue at a rate that matches inflation and service demands, councils face a challenging balancing act, which may lead to reduced services, increased debt, or a backlog of deferred projects that becomes more costly to address later. A year-by-year rate cap also diminishes the ability of councils to manage their rate base over time.

Each year the Minister for Local Government sets the rate cap, that is, a maximum percentage increase allowed for councils' average rate for the forthcoming financial year. If this average rate appears insufficient for the needs of any council, the Council can apply to the Essential Services Commission (ESC) for a higher rate cap percentage. Any increase in rates in one year has a compounding beneficial impact to Council for every year thereafter.

To be successful, a rate cap variation application must demonstrate it promotes the purpose of the Fair Go Rates System by meeting the following objectives:

- *to promote the long-term interests of ratepayers and the community in relation to sustainable outcomes in the delivery of services and critical infrastructure; and*
- *to ensure that a Council has the financial capacity to perform its duties and functions and exercise its powers.*

In comparison to similar councils, Glen Eira City Council has had the lowest rates per assessment for a number of years. This means that we generate comparatively less income from rates and, due to the compounding impact, the gap increases year on year.

Since the introduction of rate capping in 2015, the rate caps have been:

Financial year	Rate cap
2025-26	3.00%
2024-25	2.75%
2023-24	3.50%
2022-23	1.75%
2021-22	1.50%
2020-21	2.00%
2019-20	2.50%
2018-19	2.25%
2017-18	2.00%
2016-17	2.50%

**(c) Victorian Government taxation of Glen Eira property**

- *Fire Services Property Levy (from 2013 – 30 June 2025)*

In 2013 the Victorian Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously, this was collected through building and property insurance premiums. The Levy is listed on Council's rate notices, collected by councils, and paid to the Victorian Government. The Fire Services Property Levy helps fund the services provided by Fire Rescue Victoria and Country Fire Authority (CFA), and all levies collected by Council are passed through to the Victorian Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the Victorian Government.

- *Emergency Services and Volunteers Fund (effective 1 July 2025)*

The Emergency Services and Volunteers Fund (ESVF) will replace the Fire Services Property Levy (FSPL) starting from July 1, 2025. This fund aims to support a broader range of emergency services, including the State Emergency Service (VICSES), Triple Zero Victoria, the State Control Centre, Forest Fire Management Victoria, and Emergency Recovery Victoria, along with the Country Fire Authority (CFA).

ESVF will be calculated based on a fixed charge that varies by property type, and a variable charge based on property value similar to the existing Fire Services Property Levy charge. All levies collected by Council for ESVF are passed through to the State Government.

- *State Waste Levy*

The Victorian Government Waste Levy is the amount that Council pays to the state Government for every tonne of waste delivered to landfill. The government uses the levy to promote recycling and related programs, and the levy reflects the government's policy to reduce waste going to landfill. The waste levy is beyond Council's control.

Since July 2020, the Victorian Government's Waste Levy has increased from \$66 to \$133 per tonne (a 102 per cent increase).

It is estimated that Council will be required to pay approximately \$3.7 million in 2025–26 for the Victorian Government Waste Levy which is 12 per cent of Glen Eira's total waste collection and disposal costs.

#### **(d) The Rating System**

The rates system is set out in Victorian Government legislation. One of the easiest ways to explain this system is that if you own one per cent of the value of property in a municipality, you pay one per cent of the total rates revenue that Council needs to collect.

Rates are set according to how much your property is worth compared to other properties in the rest of the municipality. For example, a \$1 million property in a wealthy municipality may be below the average house value so the owner would pay below the average rates, while a \$1 million property in a less affluent municipality might be well above the average house value so the owner would pay above average rates.

Glen Eira has established a rating structure comprised of:

- **General Rates**

*These are based on property values (using the Net Annual Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the Local Government Act 1989.*

- **Service Charges**

*A 'user pays' component to use service charges to reflect benefits provided by Council to ratepayers who benefit from a service.*

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across residents.

Council does not make a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used, that is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community. The use of differential rating is dependent on the use of the Capital Improved value when raising rates.

Glen Eira City Council's rating structure comprises a uniform rate for residential, commercial and industrial properties.

Council does not levy a municipal charge. The municipal charge is a minimum rate per property and declared for the purpose of covering some of the administrative costs of Council. Applying the municipal charge would result in lesser valued properties in the municipality making a larger contribution.

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

$$\text{Valuation (Net Annual Value)} \times \text{Rate in the Dollar (Uniform Rate)}$$

The diagram below shows how council rates are calculated.

#### How your council rates are calculated

Rates are a tax which fund council services and infrastructure. Rates are calculated based on the value of your property relative to others in the municipality.



The uniform rate in the dollar is included in Council's *Budget*.

Rates and charges are an important source of revenue, accounting for over 65 per cent of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates legislation, all rate increases are capped to a rate declared by the Minister for Local Government, which is usually announced in December for the following financial year.

## (e) Waste Charges

### *Current approach*

Council currently utilises a service charge to fully recover the cost of Council's waste services.

Waste and recycling charges appear on your rate notice for the use of our waste collection service. These charges pay for kerbside waste collection, hard rubbish collection, recycling, waste disposal, and the Victorian Government Waste Levy — which we must pay when depositing waste at landfill.

Waste and recycling charges are compulsory for residential properties, but optional for commercial properties. They don't apply to properties with no improvements (i.e., vacant land).

The waste service charge is not capped under the Fair Go Rates legislation.

### *Guidelines for Services and Charges*

On 22 December 2023, the Victorian Government released *Good Practice Guidelines* for service rates and charges. These *Guidelines* were issued to provide clarity on the utilisation of service rates and charges for the collection of kerbside waste and recycling from properties.

The *Guidelines* outline recommended good practice in the levying of service rates and charges, and it is understood that they will be further reviewed over the coming year. Council will continue to review all aspects of the guidelines and will investigate a pathway for compliance once clarification from the Minister is received.

### **1.5.1 Rating legislation**

The legislative framework set out in the *Local Government Act 1989* determines Council's ability to develop a rating system. The framework provides flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- *General rates under Section 158*
- *Municipal charges under Section 159*
- *Service rates and charges under Section 162*
- *Special rates and charges under Section 163*

The recommended strategy in relation to municipal charges, service rates and charges and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are Site Valuation, Capital Improved Valuation and Net Annual Value.



Glen Eira City Council has adopted the Net Annual Value as the valuation base. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's annual *Budget* as required by the *Local Government Act 2020* and the integrated planning and reporting requirements of the *Act*.

Section 94 (2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*.

Section 94 (3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that Council intends to apply for a special order to increase Council's average rate cap for the financial year or any other financial year; or
- b) that Council has made an application to the Essential Services Commission (ESC) for a special order and is waiting for the outcome of the applications; or
- c) that a special Order has been made in respect of Council and specifying the average rate cap that applies for the financial year or any other financial year.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Council budget.

### **1.5.2 Rating principles**

#### **(a) Taxation principles:**

When developing a rating strategy, in particular with reference to differential rates, a Council should give consideration to the following seven good practice taxation principles:

##### *Wealth tax*

The 'wealth tax' principle implies that the rates paid are dependent upon the value of a ratepayer's real property and have no correlation to the individual ratepayer's consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

*Equity*

Horizontal equity — ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Vertical equity — those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a 'relativity' dimension to the fairness of the tax burden).

*Efficiency*

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

*Simplicity*

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

*Benefit*

The extent to which there is a nexus between consumption/benefit and the rate burden.

*Capacity to Pay*

The capacity of ratepayers or groups of ratepayers to pay rates.

*Diversity*

The capacity of ratepayers within a group to pay rates.

The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

**(b) Rates and charges revenue principles:**

- *They should be reviewed annually;*
- *They should not change dramatically from one year to the next;*
- *They should be sufficient to fund current expenditure commitments, and:*
  - *Council's Vision, and*
  - *Deliverables outlined in the Council Plan, Financial Plan and Asset Plan.*

**1.5.3 Determining which valuation base to use**

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- *Capital Improved Valuation (CIV) — Value of land and improvements upon the land.*
- *Site Valuation (SV) — Value of land only.*
- *Net Annual Value (NAV) — Rental valuation based on CIV.*

For residential and farm properties, NAV is calculated at five per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or five per cent of the CIV.

Glen Eira City Council has adopted the following valuation base:

**(a) Net Annual Value (NAV)**

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is closely linked to capital improved value for residential and farm properties. Valuers derive the NAV directly as five per cent of CIV.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Glen Eira City Council has adopted the Net Annual Value (NAV) system for rating purposes. NAV for non-residential properties is the assessed rental value. In accordance with legislation this must be at least five per cent of the Capital Improved Value (CIV) for any property. For residential properties it is fixed at five per cent of the CIV, but for commercial or industrial properties there is no set amount and will generally be higher.

Council calculates the general rate in the dollar by dividing the total rate revenue by the Net Annual Value (NAV) of all rateable assessments (properties). Council then applies this rate to all rateable assessments. For example, if total rate revenue is \$40 million and our rateable assessments have a total NAV of \$950 million, the rate in the dollar is 0.042105 rate in the dollar of NAV.

**(b) Cultural and recreational land**

The *Cultural and Recreational Lands Act 1963* requires that Council undertake a separate process for the purpose of setting an applicable charge 'in lieu of rates' for eligible properties.

Council considers the charge each year as part of its planning and budget setting process. This process effectively levies a charge that provides a discount for these properties compared to the equivalent municipal rates they would otherwise pay.

Section 4(1) of the *Cultural and Recreational Lands Act 1963* provides that the charge must be reasonable, giving consideration to:

- *the services provided by Council in relation to such lands; and*
- *the benefit to the community derived from such recreational lands.*

Council has approximately 29 properties that are classified as cultural and recreational land for rating purposes.

**(c) Recommended Valuation Base**

In choosing a valuation base, councils must decide on whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar). If a Council was to choose the former, under the *Local Government Act 1989* it must adopt the CIV method of rating.

Glen Eira City Council applies a Net Annual Valuation (NAV) to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation also takes into account the annual rental value of commercial or industrial properties. A uniform rate is applied to each properties Net Annual Value.

Differential rating allows (under the CIV method) Council to shift part of the rate burden from some groups of ratepayers to others, through different 'rates in the dollar' for each class of property.

**(d) Property valuations**

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Council applies a Net Annual Value (NAV) to all properties within the municipality. This basis of valuation considers the total market value of the land including buildings and other improvements and the annual rental value for commercial and industrial properties only.

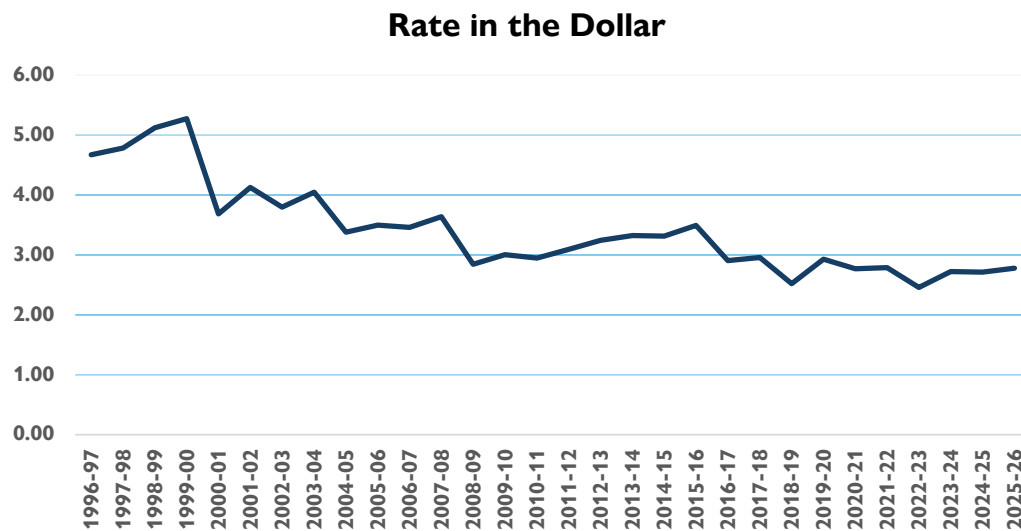
The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

As of 1 July 2018, the Valuer-General has been conducting a revaluation of all properties every year. The current revaluation is effective as at 1 January 2025. The current capital improved value of all rateable property is approximately \$84.5 billion.

The property values are used by:

- *State Government to levy land tax (SV) and the Fire Services Property Levy (CIV - effective 1 July 2013); and*
- *Council to levy rates (NAV).*

A revaluation has no effect on Council's total rate income. Rising property values do not impact on Council's total revenue collection. They usually result in the adjustment, by Council, of a lower rate in the dollar to offset the overall increase in property values. For example, the rate in the dollar in 1998–99 was 5.1183 of net annual value compared to 2.7782 in 2025–26.



A revaluation can affect the rates on an individual property. Rates are redistributed according to the shift in property values that have occurred in different parts of the municipality. In a revaluation year some ratepayers may experience a change in their rates depending on the type of property they own, where it is located and how its value has moved relative to the average.

#### **(e) Supplementary valuations**

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary revaluations and advises Council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes.

Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Objections to supplementary valuations can be lodged in accordance with Part 3 of the *Valuation of Land Act 1960*. Any objections must be lodged with the Valuer-General within two months of the issue of the supplementary rate notice.

#### **(f) Objections to property valuations**

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Valuer-General. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within

two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via State Revenue Office).

#### **1.5.4 Municipal charge**

Another principle rating option available to councils is the application of a municipal charge. Under Section 159 of the *Local Government Act 1989*, Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the NAV valuation method.

Under the *Local Government Act*, a Council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined sum total of the Council's total revenue from the municipal charge and the revenue from general rates (total rates).

The municipal charge applies equally to all properties and is based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of Council's administrative costs can be seen as an equitable method of recovering these costs.

Glen Eira City Council does not raise a municipal charge.

#### **1.5.5 Special Charge Schemes**

The *Local Government Act 1989* allows councils to recover the cost of a special rate or charge scheme introduced from property owners who will gain special benefit from that scheme.

The purpose of the special rate is to defray the costs of advertising, management, decoration, security, promotion and other incidental expenses associated with encouraging commerce in the Centre, that Council considers will be of special benefit to those persons required to pay the Special Rate and such persons being the owners of the properties in the area within the municipal district of Council.

The special rate or special charges may be declared on the basis of any criteria specified by Council in the rate (Section 163 (2)). In accordance with Section 163 (3), Council must specify:

- *the wards, groups, uses or areas for which the special rate or charge is declared;*
- *the land in relation to which the special rate or special charge is declared;*
- *the manner in which the special rate or special charge will be assessed and levied; and*
- *details of the period for which the special rate or special charge remains in force.*

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is proof that a "special benefit" applies to those being levied.

Glen Eira City Council currently has three special charge schemes for the marketing and promotion of the Bentleigh, Carnegie and Elsternwick shopping centres by their respective Traders Associations.

#### **1.5.6 Service rates and charges**

Section 162 of the *Local Government Act* (1989) provides Council with the opportunity to raise service rates and charges for any of the following services:

- *The provision of a water supply*
- *The collection and disposal of refuse*
- *The provision of sewerage services*
- *Any other prescribed service.*

Council currently applies a service charge for the collection and disposal of refuse for residential properties (compulsory) and non-residential properties (optional) and providing waste services for the municipality (street litter bins, etc). Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services.

This *Revenue and Rating Plan* proposes no change to the existing waste service charge, relieving any requirement to raise the same amount by way of an increased general rate — meaning that residents in higher valued properties would substantially pay for the waste service of lower valued properties.

Whilst this same principle applies for rates in general, the mix of having a single fixed charge combined with valuation driven rates for the remainder of the rate invoice provides a balanced and equitable outcome.

#### **1.5.7 Collection and administration of rates and charges**

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

##### **(a) Payment options**

Glen Eira City Council accepts payments in instalments only. However, ratepayers may also elect to pay their annual rates in one payment. If paying in this way, payment must be received by September 30 in the year that the rates fall due.

In accordance with the *Local Government Act 1989*, Section 167(1), Ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

- *1st Instalment: 30 September*
- *2nd Instalment: 30 November*
- *3rd Instalment: 28 February*
- *4th Instalment: 31 May*

Council offers payment of rates via direct debit (bank account or credit card) through the following ways:

- *Quarterly (four payments) — amounts to be deducted on 30 September, 30 November, 28 February and 31 May (or next working day)*
- *Monthly (10 payments) — amounts to be deducted on the first working day of the month from September to June.*

Council offers a range of payment options including:

- *In person at Council offices (cheques, money order, EFTPOS, credit/debit cards and cash)*
- *Telephone credit card payments (Visa or Mastercard)*
- *Online via Council's payment portal (Visa or Mastercard)*
- *Monthly and Quarterly Direct debit*
- *BPAY*
- *Australia Post — in person only by cash, cheque or EFTPOS*
- *By mail (cheques and money orders only).*

**(b) Interest on arrears and overdue rates**

Interest is charged on all overdue rates in accordance with Section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

**(c) Pensioner rebates**

Holders of a Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow may claim a rebate on their sole or principal place of residence. Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs which occurs during the annual verification process. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account before payment is required by the ratepayer.

The available Victorian Government concession is 50 per cent of rates to a maximum amount determined each year. Glen Eira City Council is one of the few Councils to provide an additional rebate to further assist all who are eligible for the State Government rebate. The maximum total Council and Victorian Government rebate granted is \$270 meaning Council's contribution is \$270 less the State rebate amount.

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year. Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria. Claims prior to this period are required to be approved by the relevant government department up to maximum of an additional three years.



**(d) Deferred payments**

Under Section 170 of the *Local Government Act 1989*, Council may defer the payment of any rate or charge for an eligible ratepayer, allowing ratepayers an extended period of time to make payments.

In all applications for rate deferrals, the applicant will be encouraged to continue to pay the portion of rates that is affordable given their individual circumstances. This will be mutually agreed on a case-by-case basis.

**(e) Rates assistance**

Council may become aware that a ratepayer is in financial hardship through conversations, receiving a hardship application form or a referral from an independent financial counsellor. Council recognises that financial vulnerability is complex and varied, with different circumstances needing a range of options for assistance available. A ratepayer's circumstances may make it more difficult for them to ask for assistance.

Council understands that not all situations are alike, and that financial hardship can arise from a range of individual circumstances including, but not limited to:

- *Bereavement*
- *Unemployment*
- *Illness*
- *Impacts of natural disasters*
- *Separation/divorce*
- *Family violence*

Council is committed to ensuring that eligible ratepayers in genuine financial hardship will be provided with assistance and an explanation of their entitlements to rates and charges payment options.

Applications for consideration of financial hardship will be managed in accordance with Councils' Rates Financial Hardship Policy.

**(f) Debt recovery**

Council makes every effort to contact ratepayers at their correct address, but it is the ratepayer's responsibility to properly advise Council of their contact details. The *Local Government Act 2020* Section 122 requires the buyer of a property, or their agent (e.g., solicitors and or conveyancers), to notify Council by way of a notice of acquisition of an interest in land.

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. If the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may take action to sell the property in accordance with the *Local Government Act 1989* Section 181.

## 1.6 Other revenue items

### 1.6.1 User fees and charges

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services.

User fees and charges are an important source of revenue. Properly designed fees enable residents to make efficient decisions about how much of a service to consume and for Council it is about how much of the service to provide. Under-pricing (or not charging) for services, may lead to over-consumption and place pressure on Council to absorb more costs.

Examples of User fees and charges include:

- *Leisure Centre, Gym, and Pool visitation and membership fees*
- *Waste Management Fees*
- *Aged and Health Care Service Fees*
- *Leases and Facility Hire Fees of Council Buildings.*

The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Councils must also comply with the government's *Competitive Neutrality Policy* for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

The setting of fees and charges are to be set with reference to:

- *User capacity to pay*
- *Community service obligations*
- *Cost recovery principles*
- *Benchmarking of similar services*
- *Utilisation*
- *Statutory limitations.*

In providing services to the community, Council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations. To deliver appropriate community outcomes, Council may develop concessional fees for each service. These fees will be determined by taking the following into account:

- *Type of service being provided*
- *Balancing individual and community benefit*
- *Users' ability to pay*
- *Market pricing — the pricing of comparable services offered by other providers*
- *Competitive neutrality (where relevant).*

Services are provided based on one of the following pricing methods:

- *Market Pricing*
- *Full Cost Recovery Pricing*
- *Subsidised Pricing*

#### *Market pricing*

This is where Council sets prices based on the benchmarked competitive prices of alternate suppliers. In general, market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and Council needs meet its obligations under the government's *Competitive Neutrality Policy*.

It should be noted that if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.

#### *Full cost recovery*

This pricing aims to recover all direct and indirect costs incurred by Council. This pricing should be used where a service provided by Council benefits individual customers specifically, rather than the community. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

Cost Recovery Principles promote equity and efficiency and enable Council's fees and charges to be transparent and be calculated on a consistent basis. Cost recovery is about recouping all costs associated with the service provided. Allocations of internal overheads are apportioned including:

- *Information Technology Costs — charges for Information Technology recurrent expenditure are charged to business units based on each department's use of IT equipment. Types of equipment include desktop computers and laptops*
- *Human Resources — calculated based on the number of employees*
- *Treasury & Finance — calculated based on the number of employees*
- *Payroll — calculated based on the number of employees*
- *Accounts Payable — calculated based on the number of vouchers and corporate card transactions processed*
- *Accounts Receivable — calculated based on the number of invoices processed*

- *Mail Services — calculated based on the number of employees and mail usage*
- *Customer Service Centre — calculated based on the number of service requests*
- *Risk Management (public liability) — calculated based on the number of new public liability claims.*

#### *Subsidised pricing*

This is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e., Council provides the service free of charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and Victorian funding programs. Full Council Subsidy Pricing and Partial Cost Pricing should always be based on knowledge of the full cost of providing a service.

As per the Victorian Auditor General's Office report '*Fees and charges — cost recovery by local government*' recommendations, Council has developed a user fee pricing policy to help guide the fair and equitable setting of prices. The policy outlines the process for setting fee prices and includes such principles as:

- *Both direct and indirect costs to be considered when setting prices*
- *Accessibility, affordability, and efficient delivery of services must be considered*
- *Competitive neutrality with commercial providers.*

Council develops a table of fees and charges as part of its budget each year. Proposed pricing changes will be included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in.

#### **1.6.2 Statutory fees and charges**

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are advised by the state government department responsible for the corresponding services or legislation, and councils will have limited discretion in applying these fees.

For some fees and charges, Council's role is to administer services and apply fees set or controlled under statute or funding agreement. These fees may only provide a partial recovery of the cost of providing the service.

Examples of statutory fees and fines include:

- *Animal Registrations*
- *Building and Inspections*
- *Food Act Registration*
- *Freedom of Information*
- *Infringements and fines*
- *Land Information Certificates*
- *Planning and subdivision*

- *Public Health Act Registration*
- *Magistrate Court fees*
- *Voting Infringements*

Penalty and fee units are used in Victoria's acts and regulations to describe the amount of a fine or a fee.

#### *Penalty units*

Penalty units are used to define the amount payable for fines for many offences. The rate for penalty units is indexed each financial year so that it is raised in line with inflation. Any change to the value of a penalty unit will occur on 1 July each year.

#### *Fee units*

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an act or regulation.

The cost of fees and penalties is calculated by multiplying the number of units by the current value of the fee or unit. The exact cost may be rounded up or down.

### **1.6.3 Grants (operating and capital)**

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of *Council Plan* priorities.

Grant assumptions are then clearly detailed in Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

Council's advocacy objectives include:

- *Provide clarity on the advocacy agenda and priorities for the community.*
- *Identify priority projects to generate economic activity, employment growth, improved productivity, and community benefit.*
- *Increase levels of funding for infrastructure and services from other levels of government to meet community needs and aspirations now and into the future.*
- *Influence state and federal legislation, policy, standards, and guidelines to improve our community and the health and wellbeing of our residents.*
- *Keep the community informed about Council advocacy activities through regular reporting.*

#### **1.6.4 Contributions — monetary**

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to Council in the form of either cash payments or asset handovers.

Examples of contributions include:

- *Monies collected from developers under planning and development agreements;*
- *Monies collected under developer contribution plans and infrastructure contribution plans;*
- *Contributions from user groups towards upgrade of facilities; and*
- *Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.*

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any Council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

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

There are different contribution rates that apply in different parts of the municipality. These include:

- *In the area known as Caulfield Village, five per cent of the site value of the land which is contained within the Mixed-Use Precinct and the Smith Street Precinct, and four per cent 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 per cent of the site value of the land effective March 2023.*

#### **1.6.5 Interest on investments**

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per Council's investment policy, which seeks to earn the best return on funds, whilst minimising risk. The objectives are to ensure that:

- *All funds are invested in accordance with legislative and Council requirements;*

- *Effective internal controls are in place to minimise investment risk;*
- *The financial yield is managed through prudent investment of funds whilst ensuring sufficient liquidity for Council's day to day operational commitments;*
- *Investment decisions are based on the security of funds by limiting unnecessary exposure to risk; and*
- *Environmental, social and governance risks and opportunities are appropriately considered when investing Council funds.*

#### **1.6.6 Sale of land and buildings**

One way Council delivers its range of services to the community is through effective use of its assets. Council assets include roads, footpaths, drains, libraries and learning centres, town hall, parks, sporting and recreational centres, and other community facilities. Council controls and manages approximately \$2.8 billion in assets for its community.

Council reviews the performance of its assets and whether those assets are continuing to deliver community benefit. In some cases, where an asset is low performing and there are opportunities for Council to consider the use of resources from this asset to create greater benefit, an asset may be considered by Council to be surplus to current needs.

In accordance with Council's *Sale of Land and Buildings Policy*, Council will transfer the net proceeds of the sale of Council's land and buildings to the *Strategic Asset Development Reserve*. The proceeds from the sale will be used to purchase other land or land and buildings. Where Council purchases priority land acquisition projects using debt funding, future asset sales linked to this acquisition may be used to retire this debt.

Any potential surplus Council land or buildings will be subject to a report to Council outlining the reasons for the recommended sale, a formal valuation, the proposed method of sale and community consultation plan and outcomes.

#### **1.6.7 Borrowings**

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by Council resolution. Council's Borrowings Strategy is detailed in the Financial Plan.

### **1.7 References**

#### **1.7.1 Policy**

- *Advocacy Policy*
- *Community Engagement Policy*
- *Investment Policy*
- *Payment of Rates Policy*
- *Rates and Hardship Policy*
- *Sale of Land and Buildings Policy*

**1.7.2 Legislation**

- *Cultural and Recreational Lands Act 1963*
- *Fire Services Property Amendment (Emergency Services and Volunteers Fund Bill 2025)*
- *Local Government Act 1989 and 2020*
- *Local Government (Planning and Reporting) Regulations 2020*
- *Local Government Legislation Amendment (Rating and Other Matters) Act 2022*
- *Penalty Interest Rates Act 1983*
- *State Concessions Act 2004*
- *Valuation of Land Act 1960*





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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Mail address: PO Box 42  
Caulfield South, 3162

Phone: (03) 9524 3333  
mail@gleneira.vic.gov.au  
www.gleneira.vic.gov.au

### National Relay Service

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

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

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](https://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](https://www.instagram.com/cityofgleneira)

#### LinkedIn:

[www.linkedin.com/company/glen-eira-city-council](https://www.linkedin.com/company/glen-eira-city-council)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](https://www.facebook.com/gleneiraarts)

[www.instagram.com/gleneiraarts](https://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESACOnline](https://www.facebook.com/GESACOnline)

[www.instagram.com/gleneiraleisure](https://www.instagram.com/gleneiraleisure)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](https://www.facebook.com/GlenEiraLibraries)

[www.instagram.com/gleneiralibraries](https://www.instagram.com/gleneiralibraries)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](https://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](https://www.facebook.com/GlenEiraYouthServices)

[www.instagram.com/gleneirayouthservices](https://www.instagram.com/gleneirayouthservices)

**10.2 DECLARATION OF RATES & CHARGES 2025–2026**

**Author:** John Vastianos, Chief Financial Officer

**Director:** Rebecca McKenzie, Chief Executive Officer

**Trim No:** 25/1150862

**Attachments:** Nil

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**EXECUTIVE SUMMARY**

This report recommends that Glen Eira City Council formally declare the annual rates and charges for the 2025–2026 financial year, covering the period from 1 July 2025 to 30 June 2026. This declaration is required under Sections 158 and 162 of the *Local Government Act 1989* and provides the statutory basis for implementing the Budget 2025–2026 as adopted by Council.

In accordance with legislative requirements and Council's ongoing commitment to transparent and inclusive governance, the draft Budget 2025–2026 and the Revenue and Rating Plan 2025–2029 were publicly advertised following council resolution on 29 April 2025. This process invited feedback from the Glen Eira community, ensuring that residents and ratepayers had the opportunity to review and comment on the proposed financial directions and priorities prior to their final adoption.

For the 2025–2026 year, Council has complied with the Victorian Government's *Fair Go Rates System*, which imposes a 3 per cent cap on the average rate increase across the municipality. This demonstrates Council's continued commitment to responsible financial management, even in the face of growing service and infrastructure costs. It is important to note that this cap applies to the average increase per property and not to individual rate notices. Due to variations in property valuations, some properties may experience rate increases or decreases that differ from the average.

Despite keeping rate increases to a minimum, Council is operating in an environment where the cost of delivering services and maintaining infrastructure is increasing at a rate higher than inflation. This presents significant financial pressures and requires Council to make difficult decisions about service levels, project timing, and the allocation of resources. To remain financially sustainable within the constraints of capped revenue, some adjustments have been made to reduce or defer selected services and capital works initiatives. These decisions have been made carefully to ensure Council continues to meet its core obligations and deliver value to the community, while managing within a reduced funding envelope.

This declaration of rates and charges is a critical step in finalising the Budget 2025–2026 and enabling the continued delivery of essential services, projects, and infrastructure investments that support the liveability and wellbeing of Glen Eira.

**RECOMMENDATION**

That Council formally declares the Rates and Charges for the 2025–2026 rating year as follows:

**1. Amount Intended to be Raised**

That an amount of approximately \$146,453,098 (before rebate) is declared as the amount which Council intends to raise by general rates, cultural and recreational lands and annual service charges as follows:

- General Rate \$117,804,762

• Cultural and Recreational Lands	\$282,466
• Annual Service Charge (Waste)	\$28,365,870
<b>Total</b>	<b>\$146,453,098</b>

## 2. General Rate

- 2.1** That a General Rate be applied at a uniform rate of 2.77815 cents in each dollar of Net Annual value be declared in respect of the 2025–2026 financial year.
- 2.2** That in accordance with Section 4(1) of the *Cultural and Recreational Lands Act 1963*, the amounts payable in respect of the 2025–2026 financial year for each rateable land to which that Act applies be as follows:
- For land owned or occupied by the Melbourne Racing Club, a rate of 76 per cent of the General Rate in the dollar which would otherwise be payable in respect of the land.
  - For land owned or occupied by the Yarra Yarra Golf Club, a rate of 50 percent of the General Rate in the dollar which would otherwise be payable in respect of the land.
  - For land owned or occupied by a sporting organisation operating with liquor and / or gaming licence, a rate of 60 per cent of the General Rate in the dollar which would otherwise be payable in respect of the land.
  - For land owned or occupied by a sporting organisation operating without liquor or gaming licence, a rate of 50 per cent of the General Rate in the dollar which would otherwise be payable in respect of the land.

## 3. Annual Service Charges

That pursuant to the provisions of Section 162 of the *Local Government Act 1989*, an Annual Service Charge relating to Waste Management be declared for in respect of the 2025–2026 financial year for each rateable property as follows:

• 240 Litre bin	\$690
• 120 Litre bin	\$345
• Flats Sharing 240 Litre bin	\$345
• Family 240 Litre bin	\$345
• 240 Litre Medical	\$345
• Litter Management Charge	\$92
• Additional Recycling	\$75
• Additional Green Waste	\$45

## 4. Rebates

- 4.1** That Council grants to each ratepayer who is an 'eligible recipient' within the meaning of the *State Concessions Act 2004* a combined rebate up to a maximum of \$270 (being an amount contributed by State Government & Council) in respect of the 2025–2026 financial year of that land.
- 4.2** The rebate (Council's contribution) referred to in paragraph 4.1 be granted:
- under section 169(1)(a) of the *Local Government Act 1989*.
  - to assist the proper development of the municipal district.
- 4.3** It finally be recorded that, in Council's opinion, the rebate referred to in paragraph 4.1 will assist the proper development of the municipal district by

partially relieving a specified class of ratepayer of the burden of rate payments; and

- 4.4** The rebate described in paragraph 1 is not intended to affect any right conferred on any person under section 171(4) of the *Local Government Act 1989*.
- 5.** Rates are payable in four instalments due by 30 September 2025, 30 November 2025, 28 February 2026, and 31 May 2026.
- 6.** Council charges interest on outstanding or overdue rates and charges from 1 July 2025 to 30 June 2026.
- 7.** The Chief Executive Officer be authorised to levy and recover the general rates, annual service charges and any other amounts described in the report in accordance with the *Local Government Act 1989 and 2020* and *Cultural and Recreational Lands Act 1963*.

## BACKGROUND

Rates are a form of property tax that provide Council with a critical source of revenue to deliver a wide range of essential services and infrastructure for the Glen Eira community. These services include waste collection, libraries, parks, aged care, community facilities, roads, and footpaths. While the vast majority of residents contribute through taxes and rates, it's important to note that local governments across Australia receive only 3.5 per cent of total tax revenue, with the remaining 96.5 per cent collected by the federal and state governments. Increasing the share of funding returned to local government projects would help reduce the reliance on rates and ease financial pressure on communities.

For Glen Eira City Council, rates and charges account for over 65 per cent of annual operating revenue. This heavy reliance is largely due to policy and legislative constraints that limit Council's ability to raise funds through alternative sources such as fees, grants, or commercial activities. As a result, the efficient and equitable collection of rates is essential to sustaining service delivery, maintaining infrastructure, and meeting the needs of a growing and diverse population.

Strategic financial planning, including the forecasting of future rate increases, plays a vital role in ensuring Council can meet its long-term obligations and respond to changing community expectations. Since 2016–2017, Council's ability to increase rate income has been constrained by the Victorian Government's *Fair Go Rates System*, which imposes an annual cap on rate increases.

Glen Eira City Council applies a uniform rating system, meaning the same rate in the dollar applies to all residential, commercial, and industrial properties. General rates are calculated using the formula: *Net Annual Value × Rate in the Dollar (Uniform Rate)*. This approach ensures consistency across the municipality, although it does not include supplementary rates, arrears, or any additional service charges.

## CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Council's 2020 declaration of a climate emergency, and establishment of ambitious carbon emissions reduction targets places a responsibility on Council to implement proactive actions to support both organisational and community programs. The Budget 2025–2026 includes funding to address this commitment.

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The introduction of the *Fair Go Rates System* (rate capping) has posed significant financial challenges for Glen Eira Council's long-term sustainability. By limiting annual rate increases, it restricts Council's ability to generate the necessary revenue to keep up with rising service delivery costs and infrastructure maintenance.

This financial constraint has forced Council to make difficult decisions about prioritising projects and services, often resulting in reduced spending or delayed capital works. While Council remains committed to maintaining service levels, the rate cap limits its flexibility to address growing community needs and emerging issues.

To continue providing high-quality services, Council will need to explore alternative revenue sources, seek efficiencies, and advocate for changes to the rate-capping system.

**POLICY AND LEGISLATIVE IMPLICATIONS**

- *Cultural and Recreational Lands Act 1963*
- *Fire Services Property Amendment (Emergency Services and Volunteers Fund Bill 2025)*
- *Local Government Act 1989 and 2020*
- *Local Government (Planning and Reporting) Regulations 2020*
- *Local Government Legislation Amendment (Rating and Other Matters) Act 2022*
- *Penalty Interest Rates Act 1983*
- *State Concessions Act 2004*
- *Valuation of Land Act 1960*

**COMMUNICATION AND ENGAGEMENT**

The community has meaningfully contributed to the development of the draft Budget and Revenue and Rating Plan through the multi-phased, integrated communication and community engagement program called '*Our Place, Our Plan*'.

Engagement on the draft Budget and Revenue and Rating Plan was delivered through a webpage on the Have Your Say Glen Eira website.

We delivered an online information session on Monday 12 May to promote the opportunity to provide feedback broadly with the community. The draft Budget and Revenue and Rating Plan was exhibited alongside other integrated Council plans which have been informed by '*Our Place, Our Plan*' engagement, including the draft Biodiversity Plan and Strategic Property Plan.

We learned that for long-term sustainability, the community would like the Council to raise funds to continue delivering the services they rely on. The community expressed the importance of seeking funds through sponsorships and partnerships with other levels of government and the private sector, where possible. Additionally, they suggested revisiting our fees and charges for services and activities—such as venue hire and permits—and considering increasing them to support the delivery of other programs and services.

Feedback from this consultation was presented to Council at the 10 June 2025 Ordinary Council Meeting.

**LINK TO COUNCIL PLAN**

Strategic Direction 1: Well informed, transparent decisions and highly valued services. We build trust through engaging with our community, delivering quality services and making evidence-based 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**

Rates and charges are a crucial source of revenue for Council, accounting for 65 per cent of its operating income. This revenue is essential for funding a wide range of services and infrastructure that the community relies on. Planning for future rate increases is therefore a key part of Council's long-term financial strategy, as it ensures sufficient funding to meet both new service delivery needs and the rising costs associated with maintaining current services.

Council is mindful of the balance between generating necessary rate revenue and the community's sensitivity to rate increases. With the introduction of the State Government's *Fair Go Rates System*, rate increases are capped at a level determined by the Minister for Local Government. This cap, announced each December for the following financial year, limits the rate of increase, ensuring that Council can only raise a set amount, which further highlights the need for careful financial planning.

### 10.3 OUR PLACE, OUR PLAN ENGAGEMENT REPORT ON FIRST ROUND OF DRAFT PLANS

**Author:** Ana Tsaganos, Senior Community Engagement Advisor

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

**Trim No:** 25/1183787

**Attachments:** 1. Our Place, Our Plan phase 4(a) exhibition engagement report [🔗](#)

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#### EXECUTIVE SUMMARY

One of Council's most important roles is to plan for the future so we can keep delivering the services our community values. Council develops long-term strategic plans which outline how we will keep supporting Glen Eira's thriving, diverse community to have a better quality of life and a rich connection to the place they live, work or visit.

At the start of each four-year term, Council must develop long-term strategic plans that reflect the ambitions and aspirations of the community. To support the development of these plans, Council endorsed a multi-phased communication and engagement program called Our Place, Our Plan in February 2025.

So far, the Our Place, Our Plan program has included:

- engagement to check in on the Community Vision (August 2024), where most respondents told us the *Vision* still feels right to them
- broad community engagement to connect with the wider community, with underrepresented groups and with key stakeholders (5 February to 16 March 2025)
- a Community Priorities Panel deliberative engagement process (18 March to 16 April)
- Phase 4(a) engagement on the first round of draft plans which took place between 30 April and 18 May. The engagement was delivered at the 'Consult' level on the IAP2 public participation spectrum — and aimed to check back in with the community, to see if we heard them correctly and to seek further feedback.

This report provides Council with the feedback from that engagement which exhibited the first round of our draft plans to the community including:



Council resolved to note the phase 4(a) engagement findings for the draft *Budget 2025-2026* and *Revenue and Rating Plan 2025–2029* at the ordinary Council meeting on 10 June 2025. This report adds to that feedback and includes the 18 survey responses and one email submission received for the *Strategic Property Plan* and 37 survey responses and eight email submissions for the *Biodiversity Plan*.

The feedback for both plans covered a range of topics. The more common themes for the *Strategic Property Plan* were objections to selling off Council land and buildings, comments about the *Plan* needing to be more transparent, and a request for more multipurpose buildings and public spaces.

The more common themes for the *Biodiversity Plan* included positive commentary about the *Plan*, strong feedback for planting more indigenous trees and plants, views that the plan lacked specific measurable targets and actions and feedback for more protection and expansion of waterways in Glen Eira.

Council has considered the community feedback prior to finalising the *Strategic Property Plan* and *Biodiversity Plan*.

## RECOMMENDATION

That Council notes the Our Place, Our Plan phase 4(a) exhibition community engagement report (**Attachment 1**).

## BACKGROUND

Over the last four years, Council has held many conversations with the community to hear their views on how we deliver the right services, shape our places, and overcome big challenges with the community's best interests in mind.

There are many emerging challenges that are front of mind for the community. The increasing cost of living, housing pressures, and challenges to community cohesion and a sense of connection locally amidst challenges globally have all shown how quickly the community's needs and aspirations can evolve. They have also shown why Council must continue to reshape its response.

Following a resolution at the 4 February 2025 Council meeting, Council developed a comprehensive community engagement program across four phases called Our Place, Our Plan to inform the development of Council's long term strategic plans.

The community contributed to the development of the first round of draft plans through the Our Place, Our Plan program. Our Place, Our Plan aligns with our *Community Engagement Framework* and *Community Engagement Policy* commitments and is guided by the International Association of Public Participation (IAP2) Spectrum to help select the right level of participation for each phase of engagement. The IAP2 levels of participation are shown below:



INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER*
> We will keep you informed.	> We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	> We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed, and provide feedback on how public input influenced the decision.	> We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	> We will implement what you decide.  * Council cannot 'Empower' where it cannot delegate decisions.

Source: International Association for Public Participation

### Engagement to develop the draft plans

The development of the draft *Strategic Property Plan 2025-2029* and *Biodiversity Plan 2025-2029* was informed by the community's feedback from earlier phases of Our Place, Our Plan engagement between February and April 2025.

Council resolved to exhibit the draft *Strategic Property Plan 2025-2030* and draft *Biodiversity Plan 2025-2029* for community engagement at the 8 April and 29 April ordinary Council meetings, respectively.

Following this, community engagement took place between 30 April and 18 May. The engagement was delivered at the 'Consult' level on the IAP2 public participation spectrum — and aimed to check back in with the community, to see if we heard them correctly and to seek further feedback.

**Phase one**  
**2040 Community Vision check in**  
1 to 31 August 2024  
Consult level



**Phase two**  
**Broad community engagement**  
5 February to 16 March 2025  
Consult level



**Phase three**  
**Community Priorities Panel**  
19 March to 16 April  
Deliberative engagement at the collaborate level



**Phase four**  
**Consultation on draft plans**  
Round one plans: 30 April to 18 May 2025  
Round two plans: 11 August to 3 September 2025  
Consult level



The broad community engagement findings and the Community Priorities Panel recommendations informed the development of the first round of *Plans*. Key results from our broad engagement that provided important sources of influence include:



**We continue to invest in community facilities and assets. But with a limited budget, rising construction and material costs and more extreme weather events we need to prioritise. Which assets should Council prioritise improving?**

1. Parks and gardens (**72 per cent**)
2. Park and street trees (**50 per cent**)
3. Footpaths (**47 per cent**)
4. Local roads (**43 per cent**)
5. Libraries (**41 per cent**)



**Construction and building costs are rising, so it costs more than ever to build and maintain assets and facilities. How should Council spend wisely on our assets and facilities over the next four years?**

1. Maintain assets and facilities to the same standard they are now (**58 per cent**)
2. Maintain assets and facilities to a lesser (but still good) standard so they're more financially sustainable (**24 per cent**)
3. Maintain assets and facilities to a higher standard by spending more money (**18 per cent**)



**To maintain at a higher standard, how should Council pay for the increased costs?**

1. Spend less on other services (**50 per cent**)
2. Increase user fees and charges for activities such as parking, venue hire, permits (**31 per cent**)
3. Increase rates (**23 per cent**)
4. Other (**16 per cent**)



Council's most valued **services** are:

1. open space
2. roads
3. waste
4. recreation
5. libraries



Take **climate actions** like:

1. more green spaces and trees
2. promoting clean energy options
3. promote circular economy

## ISSUES AND DISCUSSION

The engagement on the first round of draft plans received a total of 75 feedback responses made up of 62 survey submissions and 13 email submissions allocated across the draft plans.

Survey respondents could choose any one of the plans to leave feedback for, with some respondents providing comments for just one plan and others making comments for multiple plans. The results across both surveys and emails across each plan is outlined below.

Plan	HYS	Emails	Total
<i>Budget 2025-2026</i>	20	4	23
<i>Rating and Revenue Plan 2025-2029</i>	8	0	8
<i>Strategic Property Plan 2025-2030</i>	18	1	19
<i>Biodiversity Plan 2025-2029</i>	37	8	45

### Strategic Property Plan feedback

The draft *Strategic Property Plan* received a total of 18 Have Your Say survey responses and one email submission, totalling 19 submissions overall. Survey responses were analysed and grouped into themes, shown in the table below.

The feedback covered a wide range of comments. The more common themes related to objections to selling off Council land and buildings, comments on the *Plan* needing to be more transparent, and a request for more multipurpose buildings and public spaces. The most common themes are summarised below.

Theme	Respondents	Percentage
Do not sell Council land (two surveys and one email made specific comments on Warrawee)	5	25%
Improve clarity, accessibility and transparency of document (add an executive summary)	4	20%
Feedback outside scope of plan	3	15%
Provide multipurpose buildings and shared community spaces	3	15%

Design features to include innovative green spaces, e.g. green walls, roof top gardens, more soft green surfaces	2	10%
Improve parking and traffic issues	2	10%
Convert surplus Council properties into parks or lease them	2	10%

The email submissions received are summarised in the community engagement summary report (**Attachment 1**).

#### Biodiversity Plan feedback

The draft *Biodiversity Plan* received a total of 37 Have Your Say survey responses and eight email submissions and four email submissions totalling 45 submissions overall. Survey responses were analysed and grouped into themes. The most common themes are shown in the table below.

The key themes included positive commentary about the plan, strong feedback on the need to focus on planting more indigenous trees and plants, views that the plan lacked specific measurable targets and actions and a need for more protection and expansion of waterways in Glen Eira.

Theme	Respondents	Percentage
Positive feedback on plan, its focus on community education and its initiatives	11	37%
Commit to planting more indigenous plantings and trees (e.g. greater than 50 per cent leading up to 80 percent by 2027 of indigenous species from the local area)	6	20%
Plan is not specific in providing biodiversity data, setting measurable targets and delivering major actions or projects.	5	17%
Protect our waterways and add more water features in our landscape	5	17%
Do more to protect trees and greenery on private property and on land that is being redeveloped	4	13%
Plant more trees in streets and do more nature strip plantings (e.g. more than one street tree per property)	4	13%
Limit and manage biodiversity threats from weeds and animals (i.e. foxes, rabbits and cats)	4	13%
More action is needed to protect biodiversity from destruction through enforcement (eg: littering, vandalism, moon scaping)	4	13%

The eight email submissions received are summarised in the community engagement summary report (**Attachment 1**).

### **CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

The Biodiversity Plan is integral to the core principles of ‘maximise and diversify our green and natural spaces and Goal four — Our community is protected from the worst impacts of climate change in our *Climate Emergency Response Strategy*.

The *Strategic Property Plan* aligns with the core principles of our *Climate Emergency Response Strategy* on Goal 3 — that *Council-owned buildings and infrastructure are resilient and safe for our staff and community*.

### **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The Our Place, Our Plan community engagement program is being delivered through Council’s 2024—25 operating budget. The engagement program is informing Council’s integrated strategic planning process for the next four years and beyond.

### **POLICY AND LEGISLATIVE IMPLICATIONS**

An objective of the *Local Government Act 2020* is to ensure councils are engaged and transparent with their communities. An overarching governance principle of the Act under section 9(d) is that the municipal community is to be engaged in strategic planning and strategic decision making.

All councils must adopt and maintain a community engagement policy under section 55(1). Community engagement processes must be clear, informed, include those impacted, accessible, and transparent under section 56. As such, the draft *Plans* must be developed in line with Council’s *Community Engagement Policy* and *Community Engagement Framework*.

### **COMMUNICATION AND ENGAGEMENT**

Phase 4(a) exhibition of plans forms part of the multi-phased Our Place, Our Plan community engagement and communications program to inform our integrated planning process for Councils long-term strategic plans.

Our Place, Our Plan used a broad range of engagement activities across multiple phases to reach our diverse community and maximise engagement outcomes to inform the first round of draft *Plans*. Phase four of the program was delivered via a mix of online engagement methods with community members and key stakeholders.

Engagement was delivered through our Have Your Say Glen Eira website that displayed the draft *Plans*. People could submit their feedback by completing an online survey or hard copy survey, writing an email to [engagement@gleneira.vic.gov.au](mailto:engagement@gleneira.vic.gov.au) or by telephoning a community engagement officer.

A comprehensive communications plan was developed to support the Our Place, Our Plan community engagement program including the exhibition of our first round of draft *Plans*. As well as an extensive digital and social media campaign, Council mobilised place-based promotional messaging encouraging people to take part in Our Place, Our Plan through billboards, posters, footpath decals and posters at more than 75 locations throughout the municipality.

The communication plan aimed to reach as many community members as possible by using a variety of communication methods and promotion including creative online and paper-based media channels as well as video marketing, radio and cinema advertising, call waiting messaging, and promotional bookmarks in library book reservations. To make our communications as accessible as possible, we also translated key communications materials into Glen Eira's five most spoken languages other than English – Mandarin, Greek, Russian, Hebrew and Hindi.

The communications campaign for Our Place, Our Plan phase 4(a) ran from Wednesday 30 April to Sunday 18 May. We used a wide variety of communication and advertising methods to reach the broadest possible audience. This covered:

- place-based advertisements in public and Council spaces
- advertising through our owned channels such as *Glen Eira News* and e-newsletters
- advertisements through external channels such as radio interviews and advertisements
- social media promotion.

### **LINK TO COUNCIL PLAN**

Strategic Direction 1: Well informed, transparent decisions and highly valued services  
We build trust through engaging with our community, delivering quality services and making evidence-based 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 first round of draft plans including the *Strategic Property Plan* and *Biodiversity Plan* have been informed by extensive community engagement as part of the Our Place, Our Plan program.

This report notes the community's feedback through phase 4(a) of Our Place, Our Plan engagement, the exhibition of our first round of draft plans. The engagement report (**Attachment 1**) details the engagement findings which have been used to inform the plans.

Council has considered the feedback prior to finalising the *Strategic Property Plan* and *Biodiversity Plan*.



GLEN EIRA  
CITY COUNCIL

JUNE 2025

# Our Place, Our Plan

## Engagement report — Phase 4A exhibition



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



# Executive summary

## Our Place, Our Plan

Shaping Glen Eira together

### Phase 4A exhibition results for our first draft plans

Our Place, Our Plan is a multi-phased communication and community engagement program developed to inform Council's integrated planning process and help shape Glen Eira's future plans for 2025 and beyond.

This report provides the outcomes of phase four engagement of Our Place, Our Plan program and includes the engagement results of the exhibition of our first round of draft plans:



*Budget 2025–26*



*Revenue and Rating Plan 2025–2029*



*Strategic Property Plan 2025–2030*



*Biodiversity Plan 2025–2029*

The engagement was open from 30 April to 18 May and the primary engagement tool was an online survey on our Have Your Say website. The engagement was widely promoted



through Glen Eira News, social media, e-newsletters, email correspondence to various stakeholder groups, website, posters, postcards, bookmarks and multimedia communication methods. During the engagement period we received a total of 75 submissions made up of:



62 survey responses



13 emails submissions



one attendee at Budget Information session

The engagement invited the community to review the draft plans — or the plans of importance or interest to them — and provide a final round of feedback before they are presented to Council for adoption.

The engagement findings provide valuable insights and help us understand if we got the plans right — and consider final changes to ensure they align with the community feedback we've heard over the multi-phase engagement.

The engagement was delivered online, giving community members the opportunity to review the plans and provide considered feedback. There was also an opportunity for community members to make email or phone submissions. An online information session about the *Budget 2025–26* was held on 12 May, where community members could learn and ask questions about our Budget. Although eight people registered for the session, it was attended by just one person.

The draft *Budget* received a total of 20 Have Your Say survey responses and four email submissions totalling **24 submissions**. The commentary on the budget was mostly general in nature relating to different expenditure items outlined in the budget. Some comments related directly to specific items in the budget while others focused on advocacy funding requests related to specific activity centres, facilities or projects. The top themes are outlined below:

Theme	Respondents	Percentage
Invest in safety, infrastructure and amenity upgrades at Glen Huntly Village and Murrumbeena Activity Centres	3	15%
Concerns about underestimated budget allocated to implement the Green Line project	2	10%
Allocate funding to committed open space projects and new parks and gardens	2	10%

The draft *Revenue and Rating Plan* received a total of **eight** Have Your Say survey responses. The commentary revealed some consistency in feedback seeking to reform the rating system as the topmost referenced theme. Other themes ranged from suggestions of how to raise revenue, general comments around rates, services and the document.

The draft *Strategic Property Plan* received a total of 18 Have Your Say survey responses and one email submission, totalling **19 submissions**.

The commentary covered a wide range of topics with the most common themes referring objections to selling off Council land and buildings, comments on the *Plan* needing to be more transparent, and a request for more multipurpose buildings and public spaces. The top themes are outlined below:

Theme	Respondents	Percentage
Do not sell Council land (two survey submissions and one email made specific comments on keeping Warrawee)	5	25%
Improve clarity, accessibility and transparency of document (add an executive summary)	4	20%
Feedback outside scope of plan	3	15%
Provide multipurpose buildings and shared community spaces	3	15%

The draft *Biodiversity Plan* received a total of 37 Have Your Say survey submissions and eight email submissions, totalling **45 submissions**.

The commentary identified positive feedback about the plan, strong feedback on the need to focus on planting more indigenous trees and plants, views that the plan lacked specific measurable targets and actions and more protection and expansion of waterways in Glen Eira. The top themes are outlined below:

Theme	Respondents	Percentage
Positive feedback on plan, its focus on community education and its initiatives	11	37%
Commit to planting more indigenous plantings and trees (eg: greater than 50 per cent leading up to 80 percent by 2027 of indigenous species from the local area)	6	20%
Plan is not specific in providing biodiversity data, setting measurable targets and delivering major actions or projects.	5	17%
Protect our waterways and add more water features in our landscape	5	17%
Do more to protect trees and greenery on private property and on land that is being redeveloped	4	13%
Plant more trees in streets and do more nature strip plantings (eg: more than one street tree per property)	4	13%

# Background

Council is integrating our *Council Plan* with the *Municipal Health and Wellbeing Plan* to create a *Council and Community Plan*. The integrated planning process will also incorporate the following plans:

- *Annual Budget 2025–2026*
- *Revenue and Rating Plan*
- *Strategic Property Plan*
- *Biodiversity Plan*
- *Financial Plan 2025–2035*
- *Asset Plan 2025–2035*
- *Climate Emergency Response Strategy*
- *Strategic Workforce Plan*
- *Digital and Technology Strategy*



These plans are all being informed and shaped through the voice of the community gathered over a multi-phased community engagement and communications program, named *Our Place, Our Plan*.

*Our Place, Our Plan*, is designed to be delivered over four phases and forms the biggest ever conversation with our community to support this integrated planning process. The program is being delivered across the consult and collaborate levels of the IAP2 Public Participation spectrum. Community engagement data that is being collected focuses on the priorities and challenges that are front of mind for our community and the outcomes they want to see over the next four years.

<b>Phase one</b> <b>2040 Community Vision check in</b> 1 to 31 August 2024 Consult level	
<b>Phase two</b> <b>Broad community engagement</b> 5 February to 16 March 2025 Consult level	
<b>Phase three</b> <b>Community Priorities Panel</b> 19 March to 16 April Deliberative engagement at the collaborate level	
<b>Phase four</b> <b>Consultation on draft plans</b> Round one plans: 30 April to 18 May 2025 Round two plans: 11 August to 3 September 2025 Consult level	

Our Place, Our Plan aligns with the *Glen Eira 2040 Community Vision* — meets the requirement of the *Local Government Act 2020* and our *Community Engagement Framework and Policy*.

The first phase of community engagement on our new *Plans* started in August 2024 with a check-in to confirm the ongoing relevance of the *Glen Eira 2040 Community Vision*. The findings confirmed that 88 per cent of survey participants agreed the *Community Vision* still felt right and accurately reflected their aspirations for their future.

In early 2025, we delivered the second phase of Our Place, Our Plan — the broad community engagement program and targeted engagement activities, commencing 5 February to 16 March 2025.

This engagement phase featured an extensive communications and engagement campaign and included 52 pop-up and targeted engagement activities. Council received 1,578 pieces of feedback during this broad engagement, including 832 survey responses, 211 idea cards, 371 social map pins, and 119 expressions of interest for our Community Priorities Panel.

Phase three of the *Our Plan, Our Place* was the reestablishment of our Community Priorities Panel. This engagement phase satisfied our statutory obligations for deliberative engagement as part of developing our future strategic plans. The panel brought together 39 community

members selected from 119 applicants to represent Glen Eira's rich diversity. The panel met five times, over 25 hours to develop recommendations for Council through a deliberative process. The Panel presented their 35 recommendations in a report endorsed by Council at the Council meeting on Tuesday 20 May 2025.

Insights from the broader engagement and previous phases have helped inform the development of the draft Plans, which are being exhibited for feedback over two timeframes. Reports of the previous engagement phases is available at [www.haveyoursaygleneira.com.au/OPOP](http://www.haveyoursaygleneira.com.au/OPOP)

This report covers the feedback heard from the community during the exhibition of our first set of draft *Plans* during 30 April to 18 May 2025:

- *Budget 2025–2026*
- *Revenue and Rating Plan 2025–2029*
- *Strategic Property Plan 2025–2030*
- *Biodiversity Plan 2025–2029.*

The next, and final, stage of engagement will commence in August 2025 and seek final community feedback on the draft:

- *Council and Community Plan 2025–2029*
- *Financial Plan*
- *Asset Plan*
- *Climate Emergency Response Strategy.*

# Engagement findings

## Engagement activities

Engagement activities during Phase 4A focused on an online survey through our Have Your Say platform from Wednesday 30 April to Sunday 18 May 2025. Hard copy surveys were also available, and community members could provide feedback submissions by emailing or calling the community engagement team. An online information session on the draft *Budget* was also held on 12 May and provided an opportunity for community members to speak with our Chief Financial Officer and ask questions about the draft *Budget*.

The engagement was delivered at the ‘consult’ level of the IAP2 spectrum of public participation. Community engagement focused on asking the community to review the draft plans and provide feedback on whether we had got them right. It sought final feedback from the community before the draft plans are finalised and presented to an Ordinary Council meeting for formal adoption.

The engagement received a total of **75 feedback submissions** made up of 62 survey responses and 13 email submissions. Survey respondents could choose any one of the plans to provide feedback for, with some respondents providing comments for just one plan and others making comments for multiple plans. The results across both surveys and emails for each plan is outlined below:









Plan	HYS	Emails	Total
<i>Budget 2025–2026</i>	20	4	<b>23</b>
<i>Rating and Revenue Plan 2025–2029</i>	8	0	<b>8</b>
<i>Strategic Property Plan 2025–2029</i>	18	1	<b>19</b>
<i>Biodiversity Plan 2025–2029</i>	37	8	<b>45</b>

## Engagement results

The online community survey for Phase 4A sought to understand if the draft plans reflected community expectations, informed by feedback gathered across the multi-phase engagement campaign — including both broad community engagement and the Community Priority Panel’s deliberative process.

Our Place, Our Plan engagement page on our Have Your Say website received a total of **2,088 views**. There were also strong download rates for each of the draft plans particularly the *Strategic Property Plan* (207), *Biodiversity Plan* (185) and *Budget* (182).

**62 survey responses** (including one hard copy survey) were received during the engagement period as well as **13 email submissions** allocated to the following draft plans.

			
<i>Budget 2025–2026</i>	<i>Revenue and Rating Plan 2025–2029</i>	<i>Strategic Property Plan 2025–2030</i>	<i>Biodiversity Plan 2025–2029</i>
 182	 72	 207	 72
20 survey responses	8 survey responses	18 survey responses	37 survey responses
4 email submissions	0	1 email submission	8 email submissions

The survey contained 13 questions in total. Eight questions focused on the draft plans, with each plan allocated two questions each — one asking whether the respondent wished to leave any feedback on the plan and if answered 'yes' they were asked to provide their comments in a second question.

At the end of the survey there were five demographic questions asked so we could understand who in our community we were hearing from.



# Detailed results on draft Plans

## Budget 2025–2026

The draft *Budget* received a total of 20 Have Your Say survey responses and four email submissions totalling **24 submissions**. The feedback from the survey was analysed and grouped into themes, shown in the table below. Some comments included more than one theme.

Some commentary was general in nature relating to the expenditure outlined in the budget, some related directly to specific items in the budget while others focused on advocacy funding requests related to specific activity centres, facilities or projects.

Theme	Respondents	Percentage
Invest in safety, infrastructure and amenity upgrades at Glen Huntly Village and Murrumbeena Activity Centres	3	15%
Concerns about underestimated budget allocated to implement the Green Line project	2	10%
Allocate funding to committed open space projects and new parks and gardens	2	10%
Allocate funding to redevelop Bailey Reserve Pavilion	1	5%
Reduce number of parking and road signs	1	5%
Invest funds for open space and recreation more fairly and evenly across facilities	1	5%
Provide rates relief for struggling young owner occupiers	1	5%
Include social housing as a percentage of future apartment developments	1	5%
Positive feedback on the Budget	1	5%
Feedback outside the scope of the Budget	1	5%
Ideas for making Councils Budget more efficient	1	5%
Seek more funding for Victorian government roads	1	5%
Document is not accessible and lacks an executive summary	1	5%
Re-prioritise or reduce expenditure in budget to avoid a financial loss	1	5%
Query on why rates are being increased during a cost-of-living crisis and a \$50 million surplus	1	5%

Discontent on high staffing costs, high communications costs, and spending on climate change initiatives	1	5%
Correction of a monetary figure in the document	1	5%

The four email submissions received including one late submission are summarised below:

**Email one:** Feedback received from a business owner who expressed concern about specific items in the budget. These related to staffing costs, spending on communication and websites, spending on climate change specifically getting off gas initiatives and also spending on diversity, equity and inclusion initiatives.

**Email two:** Feedback received from the Caulfield Grammarians Football Club, accompanied by two letters of support, a feasibility report and a feasibility estimate. The submission identified disappointment that the budget did not include the upgrade to the change room amenities at the Glen Huntly Park Pavilion in Caulfield East.

**Email three:** Feedback received from a resident expressing dissatisfaction with rates being increased and stating funds spent on parks and swimming pools are not accessible to all.

**Email four:** Feedback received from Friends of Caulfield Park as a late budget submission. The submission identified a lack of budget being allocated to action items on the Caulfield Park Masterplan including the completion of the western end irrigation system and replacement of the fountain.

### Budget information session

An online information session was held on the 12 May 2025 and included a budget presentation and a Q&A feedback section. Eight community members were registered to attend the session however only one community member was in attendance. No questions or feedback was received during the session.

## Revenue and Rating Plan 2025-2029

The draft *Revenue and Rating Plan* received a total of **eight Have Your Say survey responses**. The feedback was analysed and grouped into themes, shown in the table below. Some comments covered more than one theme.

There was some consistency in the feedback requesting the rating system be reformed, some suggestions on how to raise revenue, and other general comments around rates, services and the document.

Theme	Respondents	Percentage
Reform the rating system	3	30%
Raise revenue by charging higher fees for sporting clubs with long term leases	1	10%
Interesting document	1	10%

Provide a fair and sustainable income strategy that supports essential services, and user pays model for non-essential services.	1	10%
Provide day respite care service for older residents	1	10%
Document is not accessible - provide an executive summary	1	10%
Don't increase rates during a cost-of-living crisis	1	10%

## Strategic Property Plan 2025–2030

The draft *Strategic Property Plan* received a total of 18 Have Your Say survey responses and one email submission, totalling **19 submissions**. The feedback from the survey was analysed and grouped into themes, shown in the table below. Some comments included more than one theme.

The feedback covered a wide range of comments. The more common themes related to objections to selling off Council land and buildings, comments on the *Plan* needing to be more transparent, and a request for more multipurpose buildings and public spaces.

Theme	Respondents	Percentage
Do not sell Council land (two survey responses and one email made specific comments on keeping Warrawee)	5	25%
Improve clarity, accessibility and transparency of document (add an executive summary)	4	20%
Feedback outside scope of plan	3	15%
Provide multipurpose buildings and shared community spaces	3	15%
Design features to include innovative green spaces eg: green walls, roof top gardens, more soft green surfaces	2	10%
Improve parking and traffic issues	2	10%
Convert surplus Council properties into parks or lease them	2	10%
Positive feedback on the plan	1	5%
Address overcrowding in public spaces	1	5%
Add school sporting fields and facilities to expand sporting opportunities	1	5%
Improve investment in public space infrastructure in shopping villages eg: Glen Huntly Village	1	5%
Put community needs at centre	1	5%

Plan does not include any information on Council land/buildings being available to create social housing	1	5%
Any services in commercial properties Glen Eira is leasing should be moved into currently empty Council owned properties	1	5%
Upgrade lighting at Glen Huntly Park	1	5%
Invest in more safety infrastructure	1	5%

The one email submission is summarised below:

**Email one:** Feedback from resident identifying there is a strong case to retain Council 'nursing home' — Warrawee Community in Council and community hands.

## Biodiversity Plan 2025–2029

The draft *Biodiversity Plan* received a total of 37 Have Your Say survey responses and eight email submissions, totalling **45 submissions**. The feedback from the survey was analysed and grouped into themes, shown in the table below. Some comments included more than one theme.

The key themes identified included positive commentary about the plan, strong feedback on the need to focus on planting more indigenous trees and plants, views that the plan lacked specific measurable targets and actions and more protection and expansion of waterways in Glen Eira.

Theme	Respondents	Percentage
Positive feedback on plan, its focus on community education and its initiatives	11	37%
Commit to planting more indigenous plantings and trees (eg: greater than 50 per cent leading up to 80 percent by 2027 of indigenous species from the local area)	6	20%
Plan is not specific in providing biodiversity data, setting measurable targets and delivering major actions or projects.	5	17%
Protect our waterways and add more water features in our landscape	5	17%
Do more to protect trees and greenery on private property and on land that is being redeveloped	4	13%
Plant more trees in streets and do more nature strip plantings (eg: more than one street tree per property)	4	13%

Limit and manage biodiversity threats from weeds and animals (i.e. foxes, rabbits and cats)	4	13%
More action is needed to protect biodiversity from destruction through enforcement (eg: littering, vandalism, moon scaping)	4	13%
Focus on educating the community (eg: about the negative effects of urbanisation and densification)	2	7%
Suggested ideas for actions and measures to be included (eg: increase plantings in parks, install nesting boxes, planting days, school education programs, sponge cities, wetland renewal etc...	2	7%
Address possum challenges	2	7%
Does not agree with 3.4 that "introduced plants need to be reduced"	1	3%
More pruning of nature strip trees	1	3%
Develop a micro forest	1	3%
Include schools and early childhood centres in Goal 4	1	3%
Include proposed land areas for increasing biodiversity and greening up	1	3%
Consult with biodiversity experts on indigenous plants	1	3%
View that first Biodiversity Plan is the 2018 Biodiversity Implementation Plan, commission by Council.	1	3%

The eight email submissions received are summarised below:

**Email one:** Feedback received from a resident about the railway line from Glenhuntly station to EE Gunn reserve, prior to the railway crossing upgrades these spaces had greenery and provided habitat for several creatures. This no longer exists and the resident requests that these spaces are replanted to accommodate a nature habitat, green space, and a buffer to train noise.

**Email two:** Feedback received from the Southern Metropolitan Cemeteries Trust querying the reference to a Studley Park Gum at Brighton General Cemetery and whether the trees classification had been confirmed by Council. The feedback was also inviting to share the Trusts research and insights on biodiversity at Brighton General Cemetery with Council.

**Email three:** Feedback received from a resident that provided a range of comments across several topics. They highlighted that our rail corridors present the opportunity to have a 'linear park corridor' for the migration of species if correctly planted.

Caulfield/Murrumbeena Scouts would value an appropriate frog wet area within the rail corridor behind their hall. Their view on the Annual Action Plan is that it includes measures

that are more “motherhood” statements and not real measurement goals and actions in the plan seem to be repeated.

They provided information about a local propagation nursery run by volunteers in Murrumbeena, the Willie Wagtail Habitat Recovery Group, a local community group who are working to restore biodiversity in the area using plants that will help locally lost or endangered species. Their aim to increase planting into local gardens through this propagation program as a means of increasing the biodiversity in residents’ yards. They hope to engage with Council in relation to shared goals.

**Email four:** Feedback received from a resident stressing the importance of local indigenous plantings and not just natives such as gum trees that feed noisy minors.

**Email five:** Feedback received from Oakleigh South Wildlife Shelter who identified the importance of planting indigenous trees that wildlife can eat and live in so they can survive well in our climate and future climates.

**Email six:** Feedback received from a resident congratulating Council for the Biodiversity plan including most of the proposed initiatives and partnering with Traditional Owners. They commented that the plan underplays the role Council contributes to both the decline of biodiversity and for missed opportunities to arrest the decline. Their examples include removal or assisted demise of remnant plants through mowing or drain works and through Councils plants selection that ignore opportunities to enhance the small number of remnants that exist including trees, shrubs and herb layer. They recommend that all plantings on Council land should have a ‘biodiversity test’ to ensure the contribution to enhance biodiversity is properly considered alongside a maintenance plan.

**Email seven:** Feedback received from a resident that the Caulfield hospital site should be included in the *Biodiversity Plan* as it is a large site with some significant trees.

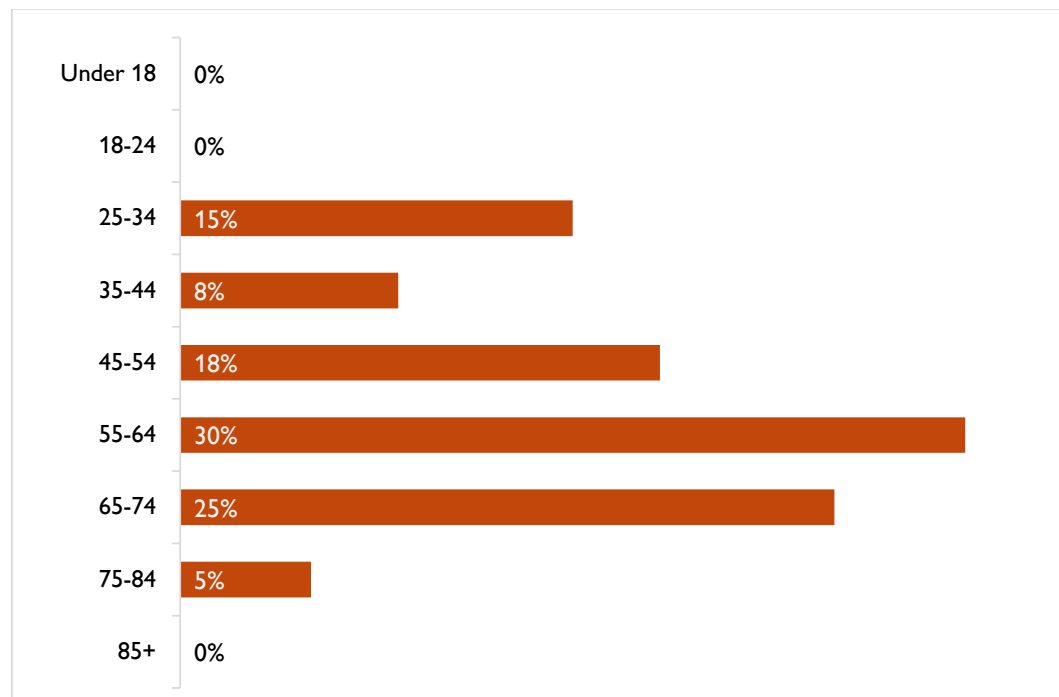
**Email eight:** Feedback received from a member of the Glen Eira Climate Emergency Network (GECAN), enquiring about a previous report ‘Update to Glen Eira Biodiversity Report’ written by Ecology Australia. They wished to clarify whether the draft *Biodiversity Plan* was an update of this previous report or are they two separate reports. The member reattached their submission related to the previous report.

# Community survey demographic analysis

The following questions asked respondents for demographic data to help inform who in the community Council was hearing from as part of this engagement program.

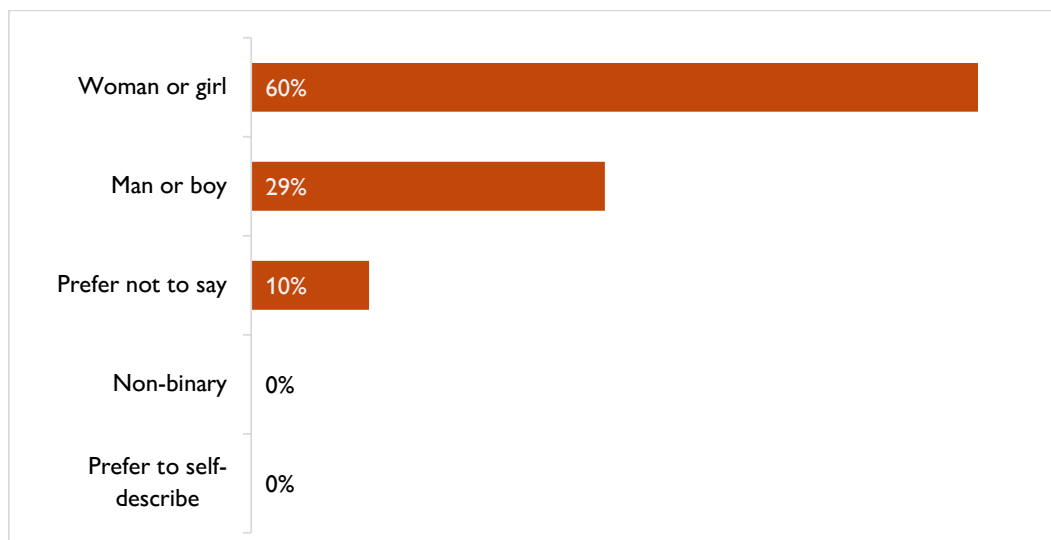
## Question 9. What is your age? Optional question.

This question received 61 responses, 98 per cent of total survey respondents. All responses were from people aged 25 to 84. No responses were from people aged under 25 or over 85. The most common age ranges were 55–64 with 30 per cent (18 respondents), followed by 65–74 with 25 per cent (15 respondents), and 45–54 with 18 per cent (11 respondents).



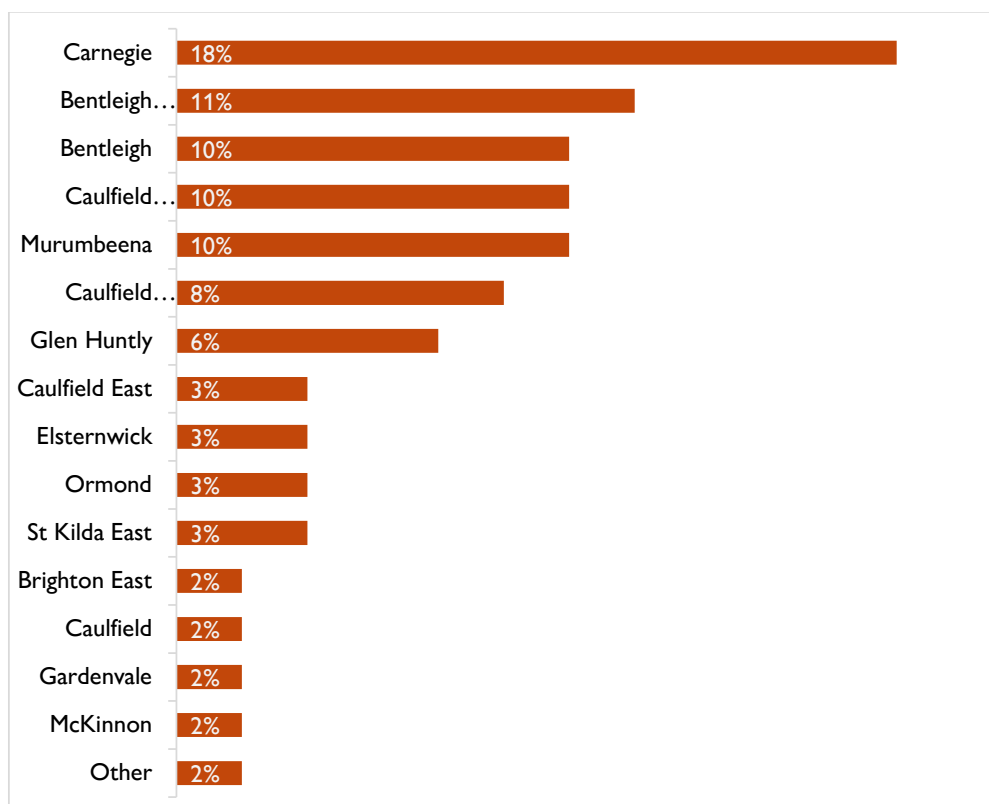
## Question 10. What is your gender? Optional question.

This question received 61 responses, 98 per cent of total survey respondents. Most respondents were women, making up 60 per cent (37 respondents), followed by men who made up 29 per cent (18 respondents), and prefer not to say who made up 10 per cent (6 respondents). No responses were received by people identifying as non-binary or preferring to self-describe.



### Question 11. What suburb do you live in? Optional question.

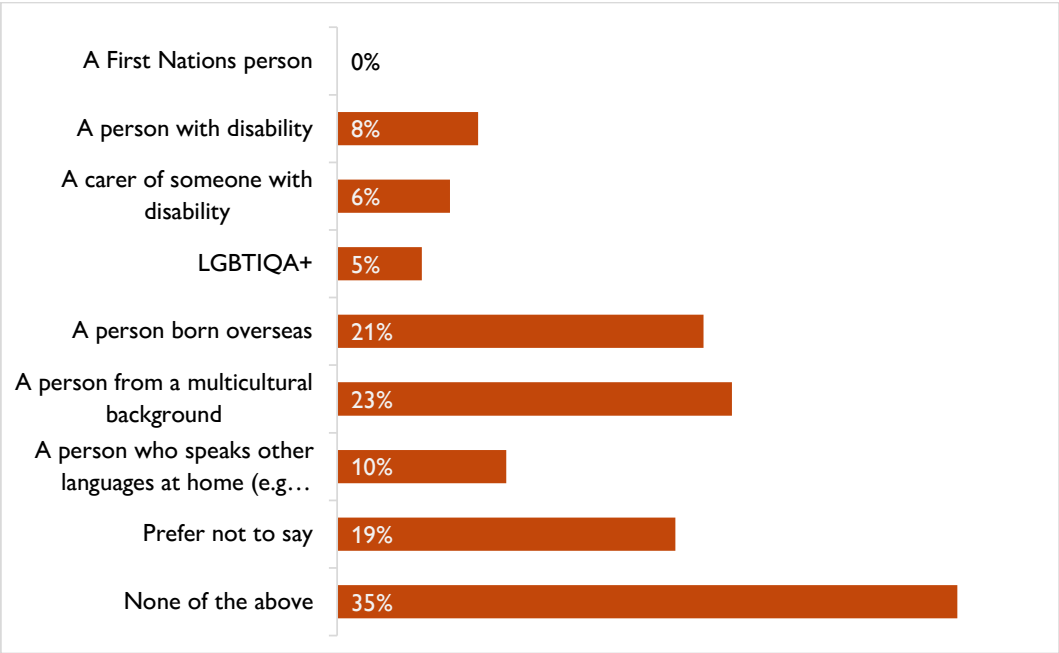
This question received 58 responses, 94 per cent of total survey respondents. Carnegie had the highest response rate with 18 per cent (11 respondents), followed by Bentleigh East with 11 per cent (7 respondents), and Bentleigh, Caulfield North and Murrumbeena each with 10 per cent (6 respondents). All suburbs received at least one response.





**Question 12. Do you identify as any of the following?**  
Optional question.

This question received 62 responses, 100 per cent of total survey respondents. The response ‘None of the above’ had the highest response rate with 35 per cent (22 respondents), followed by people from a multicultural background with 23 per cent (14 respondents), and people born overseas with 21 per cent (13 respondents).



# Communication activities

The communications campaign for *Our Place, Our Plan — Shaping Glen Eira* for phase four ran from Wednesday 30 April to Sunday 18 May.

We used a wide variety of communication and advertising methods to reach the broadest possible audience. This covered:

- Physical advertisements in public and Council spaces
- Advertising through our owned channels
- Advertisements through external channels
- Social media promotion.

## Advertising in public and Council spaces

Print communication	Quantity	Notes
Billboards	8	At various locations throughout Glen Eira, including parks, open spaces and libraries
Postcards	500	Placed in Council facilities like libraries, community centres and aquatic centres
Posters	60	Placed in Council facilities like libraries, community centres and aquatic centres
Bookmark	1,500	Placed in library book reservations across our four library branches during the campaign
Display banner	10	Placed in Council facilities like libraries, community centres and aquatic centres

## Advertising through owned channels

*Glen Eira News* is our monthly newspaper that is delivered to 64,500 residences across Glen Eira. Information about the campaign included:

- May edition: Two half-page articles and a half-page advertisement.



May edition, page 4



May edition, page 10



May edition, page 16

Other communications tools included:

- A banner on the top of Council's website and a feature in the have your say section on the homepage, which prompted 63 visitors to visit the *Have Your Say* website. During the campaign, the website homepage was viewed 11,399 times by 7,645 users.
- Digital screens at the Service Centre at Glen Eira Town Hall.
- A news item on Glen Eira City Council's website which had 54 pageviews and prompted 21 visitors to visit the *Have Your Say* website.

Newsletter	Recipients	Open rate	Click through
Arts and Culture — May edition	6,404	52.3%	16
Community engagement — May edition	4,479	54.4%	72
Sustainability — <i>Biodiversity Plan</i> special edition	3,883	49.3%	250
Business sustainability — May edition	645	52.7%	0
Carer's Community — May edition	201	35.8%	0
Community engagement — end of campaign	4,577	46.2%	198

### Advertising through external channels

Advertising on local stations SouthernFM and Golden Days radio was undertaken throughout the campaign.

Advertisement type	Duration	Listenership
SouthernFM advertisements	3–16 March	80,000 listeners weekly

SouthernFM interview with the Mayor	5 February 3 March	80,000 listeners weekly
Golden Days Radio advertisements	15 February 1 March 15 March	75,000 listeners weekly

**Social media promotion**

*Glen Eira City Council social media accounts*

The Glen Eira City Council Facebook and Instagram accounts posted 25 times including posts, stories and a reel.

Our organic social media campaign concluded with the following outcomes:

Organic	Views	Reach	Clicks	Interactions
Posts, stories and a reel on Facebook and Instagram	14,113	9,447	55	140

We also ran a paid social media campaign concluded with the following outcomes:

Paid ad	Impressions	Reach	Clicks
Ads on Facebook and Instagram	77,871	20,110	749

Our Place, Our Plan Engagement Summary Report — Phase 4a exhibition

## 10.4 STRATEGIC PROPERTY PLAN

**Author:** Leigh Northwood, Strategic Property Manager

**Director:** Rosa Zouzoulas, Director Planning and Place

**Trim No:** 25/1196827

**Attachments:** 1. GECC Strategic Property Plan 30 June OCM [↓](#)

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### EXECUTIVE SUMMARY

Glen Eira City Council is committed to providing a diverse range of property assets (community infrastructure) that support the delivery of essential services and enhance wellbeing to our community. Our property assets are integral to community wellbeing and connection.

As our population grows, it is crucial that our community infrastructure is equipped to support our community's needs both now and into the future.

Local governments face significant challenges in ensuring our communities have access to high-quality, fit for purpose, and well-utilised facilities that support a growing population with evolving needs. Funding for acquiring, maintaining, renewing, and expanding community infrastructure is a persistent challenge.

Council's *Financial Plan 2024-34* emphasises the importance of financial sustainability, effective use of public funds, and responsible management of community assets to avoid undue burdens on future ratepayers. In a climate of rising costs and fiscal constraints, Council must develop robust strategies to maintain high-quality programs and services in a financially sustainable manner.

In Glen Eira, specific challenges include a deficiency of open space, low tree canopy cover leading to increased urban heat effects, and future housing to accommodate future population growth, where our community will be living in increasingly higher density housing.

These challenges will have emerging impacts on our future community's needs for access to Council's services and the infrastructure that supports delivery of those services, including but not limited to open space, recreation, community meeting spaces and places for community connection, early childhood services and community hubs that host a myriad of community groups, activities and outreach services.

The cornerstone of the *Strategic Property Plan* is to **balance community benefit with financial sustainability**.

This means finding ways to use our places and spaces effectively and looking for opportunities to generate funds where appropriate through these assets, supported by a transparent decision-making framework identified. Any funds generated from assets, go back into providing new and improved community infrastructure e.g. places for our community to connect like open space.

The *Strategic Property Plan* includes key focus areas with commensurate actions that ensure key areas of improvement and benefit can be achieved. By aligning property investments with community goals and adapting to demographic changes, the plan seeks to ensure the long-term sustainability and effectiveness of community infrastructure into the future.

The development of the *Strategic Property Plan 2025-2030* was informed by the community's feedback during earlier phases of *Our Place, Our Plan* between 5 February to 16 April 2025. This included broad community engagement, stakeholder engagement and a deliberative engagement process with our Community Priorities Panel made up of 39 representative Glen Eira residents.

The draft *Strategic Property Plan* was then exhibited during the fourth phase of *Our Place, Our Plan* from 30 April to 18 May 2025, along with other plans. This engagement was to check back in with the community to see if we had heard them correctly through their feedback and if they had any further comments to add before the plan was presented to Council for adoption. The draft *Strategic Property Plan* received a total of 18 Have Your Say survey submissions and one email submission, totalling 19 submissions overall. The feedback covered a wide range of comments although some of the feedback was outside of the scope of the *Strategic Property Plan*. The more common themes related to objections to any selling of Council land and buildings, comments on the *Plan* needing to be more transparent, and a request for more multipurpose buildings and public spaces. One submitter requested use of an executive summary noting this was a proforma submission across most plans in the first tranche.

Refer to **Attachment 1** updated *Strategic Property Plan* for the latest version of the *Plan* which includes updates out of community engagement and further internal engagement including inclusion of an executive summary.

## RECOMMENDATION

That Council:

1. Resolves to adopt the *Strategic Property Plan* (as set out in **Attachment 1** of this report).
2. Acknowledges the significant contribution of the Glen Eira community through the '*Our Place, Our Plan*' engagement program and the work of the deliberative Community Priorities Panel in shaping the 2025 – 2030 *Strategic Property Plan*.

## BACKGROUND

Council's *Property Strategy*, adopted in 2021, establishes a broad governance framework for managing Council's property assets and recommends (among other matters) that there be further work undertaken, being a strategic review of Council's property assets as they relate to provision of community infrastructure (e.g. libraries and community halls), noting some of these facilities are ageing, potentially under-utilised and potentially in need of either upgrade or redevelopment in meeting community needs or basic 'fit for purpose' functions. The *Property Strategy* also recommends further development of a decision-making process when considering property assets.

Key to this further strategic work is understanding the services that Council provide to our community, and the associated infrastructure required to support these community services now and into the future particularly in consideration of forecast population growth, and the changing demographic profile of such in Glen Eira.

Funding to acquire, maintain, renew and expand community infrastructure throughout their lifecycle remains a key issue for local government.

In response, a strategic property function has been established within Council. This is relatively new in the Victorian local government context – the key aim being (consistent with Councils adopted *Property Strategy*) to strategically review Council's assets with a view to ensuring a balance of net community benefit and financial sustainability.

As a key deliverable of the Property Strategy, a *Strategic Property Plan* has been prepared (**Attachment 1**).

Why is this work important?

- Glen Eira City Council is committed to providing a diverse range of property assets (community infrastructure) that support the delivery of essential services and enhance wellbeing to our community. Our property assets are integral to community wellbeing and connection.
- As our population grows, it is crucial that our community infrastructure is equipped to support our community's needs both now and into the future.
- Funding to acquire, maintain, renew and expand community infrastructure remains a key issue for local government.
- *Council's Financial Plan 2024-34* identifies Council's primary obligations are to be financially sustainable, make effective use of the public funds entrusted to us, and to ensure the responsible management and planning of community assets so that future ratepayers are not burdened unnecessarily.
- There is clearly a need for Council to strategically review and plan its property assets to ensure a balance of net community benefit and financial sustainability in delivering community services and facilities.
- Council needs to be strategic and considered when making decisions about its properties to ensure the greatest benefits for our community now and into the future are made in the most financially sustainable way.
- This requires us to look at how a small number of assets can provide a revenue stream to help us fund future community infrastructure and services. It might be the commercial leasing of a site, combining several services into one larger building to enable cost sharing or selling an under-used asset to provide a better one elsewhere.

What are the benefits?

Among other matters a strategic approach to property assets offers the following benefits:

- Allocates resources effectively ensuring the sustainability of community resources.
- Facilitates long-term planning and forecasting, aligns property investments with community goals, and adapts to changing demographics.
- Captures future needs of open space and other community infrastructure by ensuring property acquisitions and developments align with demographic trends, urban density changes, and identified gaps in service provision.
- Identifies and mitigates risks associated with property assets, such as legal liabilities, environmental concerns, and market fluctuations.
- Importantly the *Strategic Site Recommendations*, allow Council to advance community benefit outcomes, core to its commitments to Glen Eira's wellbeing including but not limited to improving recently acquired properties for open space.



### How will Council make decisions about our property assets?

Council needs to be strategic and considered when making decisions about its properties to ensure the greatest benefits for our community now and into the future are made in the most financially sustainable way.

This requires us to look at how a small number of assets can provide a revenue stream to help us fund future community infrastructure and services. It might be the commercial leasing of a site, combining several services into one larger building to enable cost sharing or selling an under-used asset to provide a better one in another location.

A robust assessment of Council's property assets is essential to support the effectiveness of these assets in meeting community benefit and financial sustainability outcomes. The *Strategic Property Plan* adapts the key phases for decision making from the *Property Strategy 2021* and incorporates further matters related to the principles developed in the *Strategic Property Plan*. A revised decision-making framework (in two parts) is outlined in the *Strategic Property Plan*, phase 1 assessment allowing for categorisation of community assets into four areas:

Category Number	Category Description	Performance Level / Recommendation
1	Business as Usual (BAU)	<ul style="list-style-type: none"> <li>Deemed as currently well utilised and fit for purpose.</li> <li>Maintain as operational.</li> <li>Review period five years or sooner if relevant site-specific data/opportunity becomes available.</li> </ul>
2	Optimise Benefit	<ul style="list-style-type: none"> <li>Deemed to be under utilised or having 'fit for purpose' issues.</li> <li>Further investigation (<u>based on Phase 1 findings</u>) to identify fit for purpose or other issues that may be preventing good utilisation of property asset.</li> <li>Is the community use or Council service best served by this property?</li> <li>Are there alternative service delivery options, including co-location and/or commercial opportunities to improve utilisation of property?</li> <li>Is there an alternate Council facility for provision of the service that may offer increased benefits?</li> <li>Is there opportunity for to include other Council supported services/uses within this property asset where Council is leasing property commercially?</li> </ul>
3	Potential Future Strategic Site (subject to Service Review)	<ul style="list-style-type: none"> <li>Requires a decision from Council regarding service provision (i.e. does Council want to keep supporting this service in its current form? This would require consideration of Council service review recommendations).</li> <li>Subject to Council decision, move to Category 1 or 2 where not deemed surplus (as appropriate), or to Category 4 for further investigation and assessment in line with Phase 2 if deemed surplus.</li> </ul>
4	Strategic Site (subject to Council Decision)	<ul style="list-style-type: none"> <li>Deemed surplus.</li> <li>Identified site for further investigation, assessment and feasibility testing for recommended options in line with Phase 2 decision-making.</li> </ul>

Annual assessment informed by new data (like asset condition, renewal costs, change in utilisation) will inform any re-categorisation of properties, noting most properties will fall within categories 1 and 2 being property assets that meet community needs and may only need to be maintained or potentially better utilised.

Where a property asset falls within category 4 (above), it will be recommended for further assessment for consideration of strategic re-development. This may include any combination of redevelopment, acquisition and/or disposal options, e.g. only part of the site may be recommended for disposal to facilitate redevelopment or upgrade to another part and potentially consider partnership arrangements to assist in the redevelopment.

This includes relevant reporting and decision points throughout the process to ensure transparency and accountability in decision-making.

#### What does the draft Strategic Property Plan recommend?

The *Strategic Property Plan* identifies 5 focus areas with commensurate objectives, actions and timeframes that advance established principles in the *Plan*. These are 'enabling' actions that are not site specific – but advance the success of the Plan for the most part requiring whole of Council collaboration to implement. These focus areas are:

Focus Areas	Key Actions:
1. Council's Strategic Property Goals	<i>Review and update Council's 2021 Property Strategy.</i>
2. Value and Fairness in Council's Leasing and Licencing Practices	<p><i>Review the Council's Leasing and Licensing Policy 2019 with specific focus on:</i></p> <ul style="list-style-type: none"> <li><i>Streamlining the leasing and licencing process.</i></li> <li><i>Reconfirming the lease and licence decision making framework for community tenure arrangements to optimise alignment to the principles outlined in the Plan e.g. opportunities for enhanced utilisation of space, community benefit matrix and formalising the requirement for EOIs for any vacancies within Council spaces.</i></li> <li><i>Identify a program of lease and licence renewals to prioritise opportunities for optimising utilisation and other focus areas of the Strategic Property Plan.</i></li> </ul> <p><i>Review the fee structure and value of leases and licences of property assets.</i></p> <p><i>Review leases where Council is the leaseholder on behalf of a community use or a Council service and look for opportunities to relocate to identified under utilised spaces owned by Council wherever possible.</i></p>
3. Utilisation of Council's Community Infrastructure	<p><i>Undertake community and recreation infrastructure planning to inform Council's forward planning for community and recreation infrastructure and prioritise review cycles of this information.</i></p> <p><i>Consider what community services Council offers on a regular basis.</i></p> <p><i>Conduct regular assessments of underutilised or surplus properties to identify alternative uses and maximise asset efficiency.</i></p> <p><i>Update the Strategic Property Plan as required to reflect the updated service commitments, utilisation assessments and forecast demand.</i></p>
4. Council's Community Infrastructure and its Influence on Liveability and Place	<i>Ensure stakeholder engagement informs future community infrastructure.</i>

5. Optimise Outcomes - Council's Property Assets	<p><i>Actively seek opportunities to value-add and maximise benefit (financial and community) within Council's property portfolio.</i></p> <p><i>Where appropriate advocate to State government and other agencies to benefit property related outcomes in provision of community benefit for Glen Eira City.</i></p> <p><i>Advocate to State government for local government access to adequate development contributions for future private sector development to fund community infrastructure.</i></p>
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These recommendations will be supported by site specific recommendations as per the decision-making framework outlined in the *Plan*.

## ISSUES AND DISCUSSION

### How did community engagement influence drafting of the *Strategic Property Plan*

Drafting of the *Strategic Property Plan* has included consideration of community feedback acquired as part of the full program of *Our Place, Our Plan* engagement, noting the actual exhibition of the draft document itself represents the last part of this engagement – that is 'closing the loop' with our community to test if the document has effectively responded to what we have already heard through the wider program of *Our Place, Our Plan* engagement.

Refer to below section *Communication and Engagement* for an overview of engagement and outcomes of such on the draft *SPP*, including analysis of submissions received during this most recent engagement.

### What happens once a final *Strategic Property Plan* is adopted?

Subject to endorsement by Council of a final *Strategic Property Plan*, actions contained within the Focus Areas would be advanced and options development would begin in regard to specific strategic sites, noting the program of option development will be aligned to availability of other outcomes of other strategic work currently underway including the development of community and recreation infrastructure planning. The program of work will include options development, options refinement, preferred option and commensurate community engagement. This program would be put to Council through a reporting cycle and decision-points on individual strategic sites.

## CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Goal 1 of the *Climate Change Emergency Response Strategy 2021-2025* | *Dhumbali Wurrungi-biik Parbin-ata* is we embed climate change action is everything that we do.

Goal 3 is that *Council-owned buildings and infrastructure are resilient and safe for our staff and community.*

The *Strategic Property Plan* will align with core principles of our *Climate Emergency Response Strategy 2021-2025* | *Dhumbali Wurrungi-biik Parbin-ata*.

To note, a revised Climate Emergency Response Strategy is currently being developed.

## FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

### Financial Sustainability and Responsible Use of Funds

The preparation of the *Strategic Property Plan* was funded from the City Futures operational budget, noting the majority of the document is prepared in-house.

*Council's Financial Plan 2024 -25 to 2033-34 identifies that Financially, Council's primary obligations are to be financially sustainable, make effective use of the public funds entrusted to us, and to ensure the responsible management and planning of community assets so that future ratepayers are not burdened unnecessarily.*

Contextually, the *Financial Plan* outlines key matters that highlight the importance of the *Strategic Property Plan* and the challenges it must seek to address whilst ensuring a net community benefit lens, including that:

- With rising cost pressures, a tightening fiscal environment, and a growing population, it is imperative that we make forward-thinking decisions that meet the evolving needs of our community now and into the future.
- Long-term financial sustainability is essential for Council to continue providing the high-quality programs and services our community values and relies upon.

In the event actions of the *Plan* recommend any disposal of sites, the funds derived would be directed to new priorities of Council as outlined in the *Sale of Council Land and Buildings Policy*.

Such funds will be directed to land acquisitions, upgrades of existing facilities, and the development of new facilities.

## **POLICY AND LEGISLATIVE IMPLICATIONS**

The *Strategic Property Plan* aligns strategically with adopted positions of Council including the *Glen Eira Council Plan 2021-2025* (and key themes emerging in informing the new Council Plan) and *Community Vision, Integrated Transport Strategy (refresh), Open Space Strategy 2020 (refresh), Our Climate Emergency Response Strategy 2021-2025 | Dhumbali Wurrungi-biik Parbin-ata* and *Community Wellbeing Plan 2021-2025*.

Preparation of the *Strategic Property Plan* was recommended in and is informed by the *Property Strategy 2021*. It will also align with Council's financial strategies and policies including the *Sale of Council Land and Buildings Policy*.

In the event of any sale of Council land, before deciding on the sale, Council must undertake a formal statutory process pursuant to relevant sections of the *Local Government Act 2020* (the Act), which includes undertaking a community engagement process.

Council would then consider feedback, ahead of a further report to Council for a decision on the proposed sale.

Given the scope of the *Strategic Property Plan*, it will remain dynamic and iterative with strategic work currently underway (or imminent) including but not limited to community infrastructure and recreation planning, and Council's position on housing affordability. Such evidence will inform future options development presented to Council in regard to actions of the *Strategic Property Plan*.

## **COMMUNICATION AND ENGAGEMENT**

In line with its resolution at the 4 February 2025 Council meeting, Council developed a comprehensive communications and community engagement program across four phases called *Our Place, Our Plan* to inform Council's strategic planning process for the next four years and beyond.

The community made valuable contributions to the development of the draft *Strategic Property Plan 2025-2030* through *Our Place, Our Plan*. This integrated planning and community engagement program delivered on our *Community Engagement Framework* and *Community Engagement Policy* commitments. It was also guided by the International Association of Public Participation (IAP2) Spectrum and delivered at the consult and collaborate level of engagement.



#### Integrated engagement to develop the draft *Strategic Property Plan* and other plans

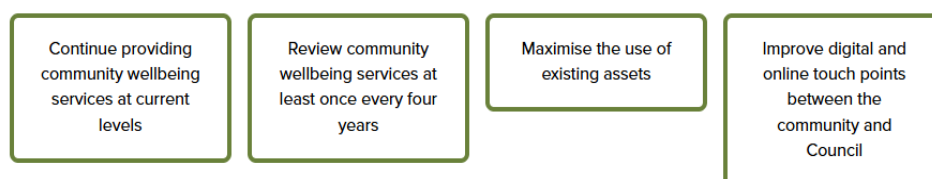
The development of the *Strategic Property Plan 2025-2030* was informed by the community's feedback during earlier phases of *Our Place, Our Plan* between 5 February to 16 April 2025. This included broad community engagement, stakeholder engagement and a deliberative engagement process with our Community Priorities Panel made up of 39 representative Glen Eira residents.



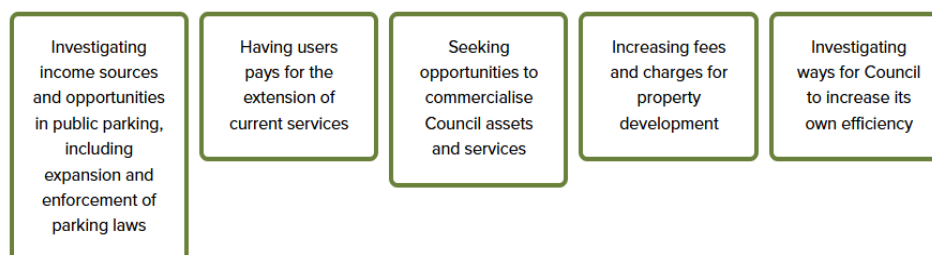
Feedback given by our community during the wider scope of the *Our Place, Our Plan* engagement has been considered in drafting the *Plan* and already included in the *draft* that has gone out for the latest tranche of engagement. This includes key recommendations of the Community Priorities Panel specific to property and community infrastructure matters:

## Community Priorities Panel key recommendations

The 35-member Community Priorities Panel reflected Glen Eira's rich diversity and provided four recommendations regarding services and infrastructure, including for Council to:



## Their top 5 recommendations for raising money or making savings:



[Read the Our Priorities, Our Future engagement summary report](#)

Other key feedback considered within the *Strategic Property Plan* through earlier survey responses to the broader *Our Place, Our Plan* include:

### Community Priorities for Infrastructure:

- 71% of survey respondents prioritized creating healthy urban green spaces.
- 64% emphasized maintaining and upgrading roads, buildings, and community spaces.
- 41% highlighted libraries.
- 41% Provide services that support our most vulnerable community members

*Challenges and Budget Constraints*, noting rising construction and material costs, along with extreme weather events, require prioritization of infrastructure improvements:

- 58% of respondents preferred maintaining assets to the current standard, while 24% supported a lesser standard for financial sustainability and 18% to a higher standard (spending more money).

### Funding Preferences:

- To maintain higher standards, 50% suggested spending less on other services, 31% proposed increasing user fees, and 23% supported raising rates.

*Community Feedback on Facilities:*

- Libraries are highly valued, with requests for extended hours and more bilingual books.
- Senior citizen centres need better kitchen amenities, maintenance, and accessibility upgrades.
- Recreational facilities like GESAC and Carnegie Memorial Swimming Pool received positive feedback but require further improvements.
- Note 16% of respondents supported more programs, activities and events with better promotion to strengthen community connection. Community infrastructure has intrinsic links to this. This was the second highest response to open ended question in regard to '*what is the one thing you think Council could do to help the community be healthier?*' This response was only second to increasing open space and trees (19%).
- 9% identified improvement and building of more recreation facilities.
- 4% identified a need to reduce costs at GEL facilities.

Phase 4 Engagement *Our Place, Our Plan*

With inclusion of feedback already received through *Our Place, Our Plan* and the Community Priority Panel recommendations, the draft *Strategic Property Plan* was endorsed by Council at its 8 April OCM for consultation through 30 April-18 May.

Subsequently, the draft *Plan* was then exhibited during the fourth phase of *Our Place, Our Plan* from 30 April to 18 May 2025, along with the *Revenue and Rating Plan*, *Budget 2025-26* and *Biodiversity Strategy*.

This engagement was to check back in with the community to see if we had heard them correctly through their feedback and if they had any further comments to add before the *Plan* was presented to Council for consideration of adoption. The draft *Strategic Property Plan* received a total of 18 Have Your Say survey submissions and one email submission, totalling 19 submissions overall.

The feedback covered a wide range of comments and much of the feedback was outside of the scope of the draft *SPP*. The more common themes related to objections to selling off Council land and buildings, comments on the *Plan* needing to be more transparent, and a request for more multipurpose buildings and public spaces.

One submitter requested use of an executive summary noting this was a proforma submission across all four plans in the first tranche.

Changes made to *Strategic Property Plan* post latest Community Engagement

As described many submissions to the draft *Strategic Property Plan* in this latest consultation did not relate specifically to matters that the *Plan* can or intended to influence/resolve. In response to feedback both internal and external to this latest consultation on the draft, the following is a summary of the changes that have been made (note this list does include any minor administrative changes):

1. An executive summary has been added to the document.
2. Narrative linking future strategic work informing recreation planning to recommendations in the draft *SPP*.
3. Addition of Recreation Strategy/Plan (or similar strategic work) to Focus Area 1 of the draft *SPP* with commensurate action.

4. Clarification under Focus Area 2 (background) of the draft *SPP* to note that *'Wherever possible Council, in ensuring financial sustainability needs to consolidate any services that are operated under third party private lease arrangements into Council owned land and buildings, notwithstanding there may be some exceptional circumstances'*.
5. Further points of clarification of process and next steps have been added to the document for clarity that there are more decision points (and community engagement) involved in any options development of individual strategic sites i.e. Phase 2 decision-making.
6. A list of short-medium term Strategic Sites has been added to the document; and
7. Appendix A: Our Place, Our Plan – what our community has told us has been re-written as an outcome of the full engagement process now concluded.

Refer to **Attachment 1** updated *Strategic Property Plan*.

### LINK TO COUNCIL PLAN

Strategic Direction 1: Well informed, transparent decisions and highly valued services  
We build trust through engaging with our community, delivering quality services and making evidence-based 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 *Strategic Property Plan* aims to enhance decision-making, accountability, and community well-being while fostering partnerships and advocating for collaborative solutions. By aligning property investments with community goals and adapting to demographic changes, the *Plan* seeks to ensure the long-term sustainability and effectiveness of community infrastructure into the future.

The cornerstone of the *Strategic Property Plan* is to balance community benefit with financial sustainability.

This means finding ways to use our places and spaces effectively and looking for opportunities to generate funds where appropriate through these assets, supported by a transparent decision-making framework.

This *Plan* helps provides a clear framework for decision-making and prioritisation. It encourages smarter use of space, supports investment where it's needed most, and explores opportunities to generate funds from underutilised assets — with every dollar reinvested back into community benefit.

Ultimately, this is about delivering better outcomes for our community — not just now, but in the decades ahead. The *Strategic Property Plan* gives us the tools and direction to be more proactive, more transparent, and more future-focused in how we manage one of Council's most important responsibilities.





GLEN EIRA  
CITY COUNCIL

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

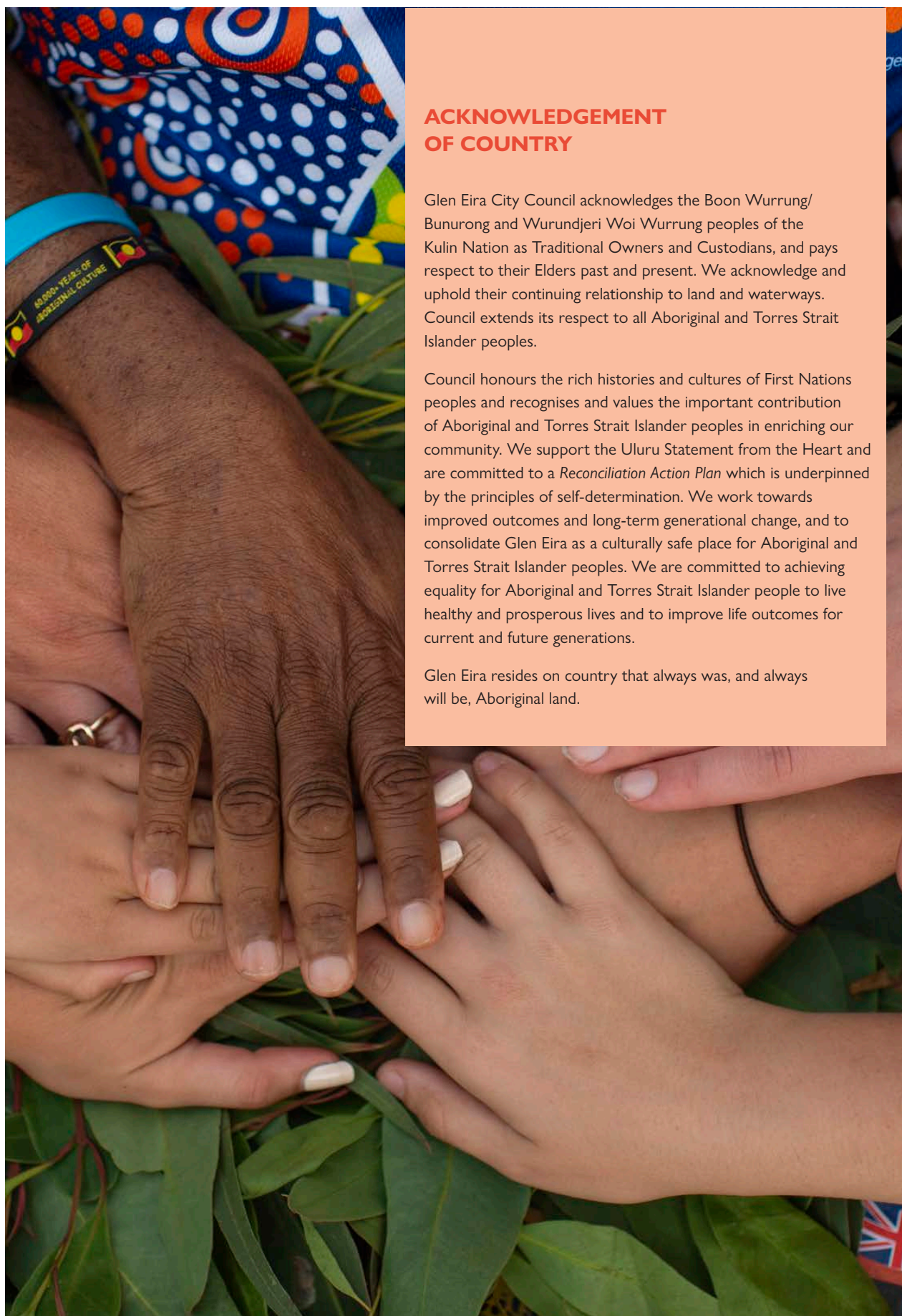
# Glen Eira City Council

## Draft Strategic Property Plan 2025–2030



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## ACKNOWLEDGEMENT OF COUNTRY

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

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

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



## MESSAGE FROM THE MAYOR



I'm proud to present Glen Eira City Council's first-ever *Strategic Property Plan* — a major milestone in how we plan for and manage the community spaces that make our City such a great place to live.

From our libraries and kindergartens to swimming pools, parks, pavilions, and community centres, our property assets are more than just buildings and land — they are the heart of our neighbourhoods. They bring people together, support essential services, and contribute to the health, wellbeing and connectedness of our residents.

As our City continues to grow, so do the needs of our community. Some of our facilities are modern and well-used, while others may no longer serve their purpose as effectively as they once did. This plan helps us make thoughtful, transparent decisions about how we manage, renew, and invest in these important assets — not just for today, but for generations to come.

Striking the right balance between community benefit and financial sustainability is not always easy, but it's vital. This plan gives us a clear roadmap, and most importantly, it puts people at the centre of every decision we make.

I want to thank everyone who has helped bring this plan to life. It's a strong foundation for the future — one that will help us make the most of what we have, while staying responsive to the needs of our growing and changing community.

Cr Simone Zmood

**Glen Eira Mayor**

## FOREWORD

### FROM THE CHIEF EXECUTIVE OFFICER



The *Strategic Property Plan* marks an important step in how Glen Eira City Council manages over \$1.46 billion in community infrastructure. It provides a long-term view to ensure our properties continue to support the services and programs our community relies on — in a way that is strategic, sustainable and fit for the future.

Our property portfolio is incredibly diverse — from laneways and car parks to kindergartens, libraries, and open spaces. Each plays a unique role in the lives of our residents. But maintaining and renewing these assets in a financially responsible way, especially in a time of rising costs and limited funding, is one of the most significant challenges facing local government.

We know that needs are changing. Some of our spaces are underused. Others are ageing or no longer fit-for-purpose. At the same time, Glen Eira faces increasing pressures — from a lack of open space and low tree canopy cover to a growing population and rising demand for services. We must respond thoughtfully and strategically.

This plan helps us do exactly that. It provides a clear framework for decision-making and prioritisation. It encourages smarter use of space, supports investment where it's needed most, and explores opportunities to generate funds from underutilised assets — with every dollar reinvested back into community benefit.

Ultimately, this is about delivering better outcomes for our community — not just now, but in the decades ahead. The *Strategic Property Plan* gives us the tools and direction to be more proactive, more transparent, and more future-focused in how we manage one of Council's most important responsibilities.

Rebecca McKenzie

**Chief Executive Officer**

## EXECUTIVE SUMMARY

At Glen Eira City Council, we manage a wide range of buildings and spaces that help us deliver important services to the community. This includes places like Glen Eira Town Hall, libraries, public pools, kindergartens, parks and gardens, sports pavilions, community hubs, the art gallery, senior citizen centres, early childhood services, and even car parks and Council offices. We call all of this ‘community infrastructure.’

These properties play a vital role in supporting the health, wellbeing, and connectedness of our community.

The *Strategic Property Plan* is our guide for how we plan for these community spaces — now and into the future. The aim is to make sure our community has access to buildings and facilities that are safe, welcoming, well-used, and meet community service needs. It’s also about being financially responsible, transparent in our decisions, and making sure we’re planning for what’s ahead.

### Why this Plan matters

As of now, Council manages:

- > 156 pieces of land and 572 buildings,
- > 240 of those buildings are dedicated to community services,
- > 186 hectares of land are used for parks, reserves, sports fields and car parks,
- > The total value of these community assets is over \$1.46 billion.

Some buildings and facilities used for services aren’t owned by Council — we lease them — but they’re still part of how we deliver value to the community, and the *Plan* takes them into account.

It’s important to note this *Plan* focuses on community spaces — it doesn’t cover things like roads, footpaths, stormwater pipes, or shopping precincts. Those are

managed through Council’s *Asset Management Strategy*.

What this *Plan* does do is guide how we think long-term about:

- > What services and spaces our growing community will need,
- > How we balance different priorities,
- > And how we use our resources wisely to benefit everyone.

As Glen Eira grows, demand for community facilities will also increase. We need to be smart about how we adapt, especially with more people living in denser urban areas. That means planning for more open space, updating older buildings, and making sure every dollar we spend brings value to the community.

### What the Plan sets out to do

This *Plan* is a roadmap for better planning and decision-making. Its key goals are to:

- > Make better decisions — Use data and community feedback to understand what people need and plan ahead.
- > Guide investment and management — Help us decide where to spend money and how to manage our land and buildings effectively.
- > Stay flexible for the future — Make sure we can adapt to new information, challenges, and opportunities.
- > Be transparent and accountable — Set up clear processes and report regularly on how we’re doing.

To achieve this, we’re focusing on five key areas:

1. Set clear goals for our property portfolio

We’ll update our strategy as needed to stay on top of new challenges and priorities.

## 2. Fair and transparent leasing

We'll review and improve how we manage leases to make sure community groups have fair access and that there's good value for the community.

## 3. Get the most out of our spaces

We'll keep track of how our buildings are being used so they don't sit empty or under-used.

## 4. Involve the community

We'll make sure residents have a say in decisions that affect local infrastructure.

## 5. Make the most of what we've got

We'll look for opportunities to improve, share, or repurpose spaces — and work with others when it benefits the community.

### How we'll make decisions

To make sure we're making smart, consistent decisions, we've created a two-step framework:

#### Step 1: Property Performance Assessment

This helps us understand how each property is performing and whether it's still meeting community needs.

#### Step 2: Further Investigations

If we need more detail before making a decision, we'll look deeper into things like costs, risks, timing, and potential benefits.

These assessments help ensure our decisions are backed by evidence, align with community priorities, and are financially responsible.

We'll report back to Council every year on how the *Plan* is going — what's been achieved, what needs improving, and any new opportunities we've identified.

For key sites that require big decisions, we'll bring reports to Council at the right time, supported by community engagement to make sure local voices are heard.

The entire *Strategic Property Plan* will be reviewed every five years to make sure it stays up to date and continues to serve the needs of our community.

### Looking ahead

Planning for community spaces is about more than just managing buildings. It's about understanding the needs of our community and making thoughtful, fair choices about how we use our shared spaces.

This *Strategic Property Plan* is one of the ways Council is working to build a more connected, inclusive and future-ready community. By aligning our property planning with community needs and financial sustainability, we can make sure that our infrastructure continues to support the people who live, work, play, and learn here — now and into the future.

# INTRODUCTION

## Organisational context

Our *Integrated Planning and Reporting Framework (IPRF)* is guided by the long-term *Community Vision* and four-year *Council Plan*, a new version of which is currently being prepared for the new Council term.

Unlike our other four-year strategies, the *Strategic Property Plan* needs to remain dynamic and will be subject to review and updating as we gather more evidence to support future decision-making. As emerging challenges arise, the *Plan* will need to respond so we can make informed and responsible decisions about our property assets.

Council's *Integrated Planning and Reporting Framework (IPRF)* ensures all our strategies are aligned. Under this *Framework*, this plan will be reviewed each year and updated as necessary to remain focused on both our four-year and long-term priorities.



Integrated Planning and Reporting Framework.



## GLEN EIRA CITY COUNCIL STRATEGIC PROPERTY PLAN 2025–2030

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The *Strategic Property Plan* has been informed by the following strategies and will contribute to achieving the aims of these and future Council strategies and plans.

**2040 COMMUNITY VISION**

Our Glen Eira:

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

**OUR COUNCIL PLAN**

Well-informed and transparent decisions and highly valued services. Access to well-designed and maintained open spaces and places.  
A liveable and well-planned City.

**MUNICIPAL PUBLIC HEALTH AND WELLBEING PLANNING**

Tackling the municipality's most pressing health and wellbeing priorities and working with the people in our community to connect, support and engage them throughout their lives.  
Planning for the challenges and opportunities of the future, and working together to support, build and sustain a healthy, inclusive and resilient community for all.

**Property Strategy**

Commence a programmed review of Council property identified as potentially low-performing, including collection/collation of a range of property related information to inform the assessment.

**Asset Management Strategy**

Demonstrate that Council will responsibly manage our assets to meet the service delivery needs of our community over the next 10 years.

**Climate Emergency Response Strategy  
2021–2025 *Dhumbali Wurrungi-biik Parbin-ata***

Council-owned buildings and infrastructure are resilient and safe for our staff and community.

**Integrated Transport Strategy Refresh**

Glen Eira will be a City of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres.

**Financial Plan**

Financial sustainability in the medium to long-term, while still achieving Council's strategic objectives as specified in the *Council Plan*.

**Open Space Strategy Refresh 2020**

Population growth has an impact on liveability and access to open space. Open space needs to adapt to changing needs and improve access for people of different ages, cultures and mobility.

# PURPOSE

## (WHAT DOES THIS PLAN DO)?

The *Strategic Property Plan* addresses the challenge faced by Council in ensuring our community will have access to fit-for-purpose and well-utilised community infrastructure and services that will meet the needs of a growing population with changing needs. It aims to ensure that property assets are aligned with community benefits, financial sustainability, transparency, statutory compliance and safety.

The purpose of the *Strategic Property Plan* is to:

**Align with**

**Council objectives:**

- > Connects Council’s objectives, strategies and plans with community infrastructure and services to meet community needs.
- > Integrates with Council’s *Asset Management Strategy*, *Asset Management Plan*, *Open Space Strategy* and *Property Strategy*.

**Identify guiding principles for decision-making:**

- > Uses available data to inform evidence-based planning to identify future community needs.
- > Adapts to emerging trends and challenges in provision of future community infrastructure.
- > Embeds community views in community infrastructure delivery.

**Guide investment and**

**property management:**

- > Guides investment related to provision of Council services and the infrastructure required to support it into the future.
- > Identifies principles, decision-making and makes recommendations about opportunities for commercial opportunities, property acquisition, ownership, leasing, and sale within a continued improvement framework (i.e. decisions remain dynamic throughout emerging challenges and updated data).

**Support future community infrastructure planning:**

- > Remains dynamic to adapt to evolving data and challenges.
- > Plans for community infrastructure in meeting future community needs.

**Ensure governance and accountability:**

- > Implements a decision-making framework for effective governance.
- > Develops systems for monitoring, evaluating, reporting and improving property management.

## VISION AND PRINCIPLES

### VISION

Ensure a balance of net community benefit and financial sustainability in planning for and delivering high quality, accessible, fit-for-purpose and well-utilised community services and facilities.

### GUIDING PRINCIPLES OF THE STRATEGIC PROPERTY PLAN

The following principles build upon identified benefits of taking a strategic approach to Council's property assets, and form the basis for decision-making and focus areas within the *Strategic Property Plan*:

#### Decision-making

- > Develop an evidenced-based strategic framework for Council's property assets that informs decisions on future planning for community infrastructure and services to meet our communities' changing needs.
- > Foster greater accountability in property asset management to enhance transparency and strengthen trust between Council and the community.

#### Risk management and compliance

- > Identify and mitigate risks associated with property assets including compliance, legal liabilities, environmental concerns and market fluctuations.

#### Cost efficiency and value delivery

- > Optimise the cost benefits of well-utilised community facilities, explore options for repurposing under-utilised assets and optimise financial sustainability in delivering community benefit.
- > Identify and resolve barriers to utilisation of community facilities.
- > Wherever possible deliver Council services from Council-owned facilities.

#### Support community well-being

- > Ensure community infrastructure enhances community participation to foster a sense of belonging, connection and sense of place that enhances liveability.
- > Ensure accessibility and inclusion are considered when planning for community infrastructure.
- > Prioritise community infrastructure that promotes health and wellbeing, social cohesion and safety.

#### Environmental sustainability

- > Seek opportunities for community infrastructure to support sustainable practices, protect biodiversity and mitigate environmental impacts.

#### Partnerships and collaborative advocacy

- > Build strategic partnerships with government, organisations and private sector to access funding, enhance service delivery and reduce risks in providing high-quality, accessible, fit-for-purpose, well-utilised community infrastructure.





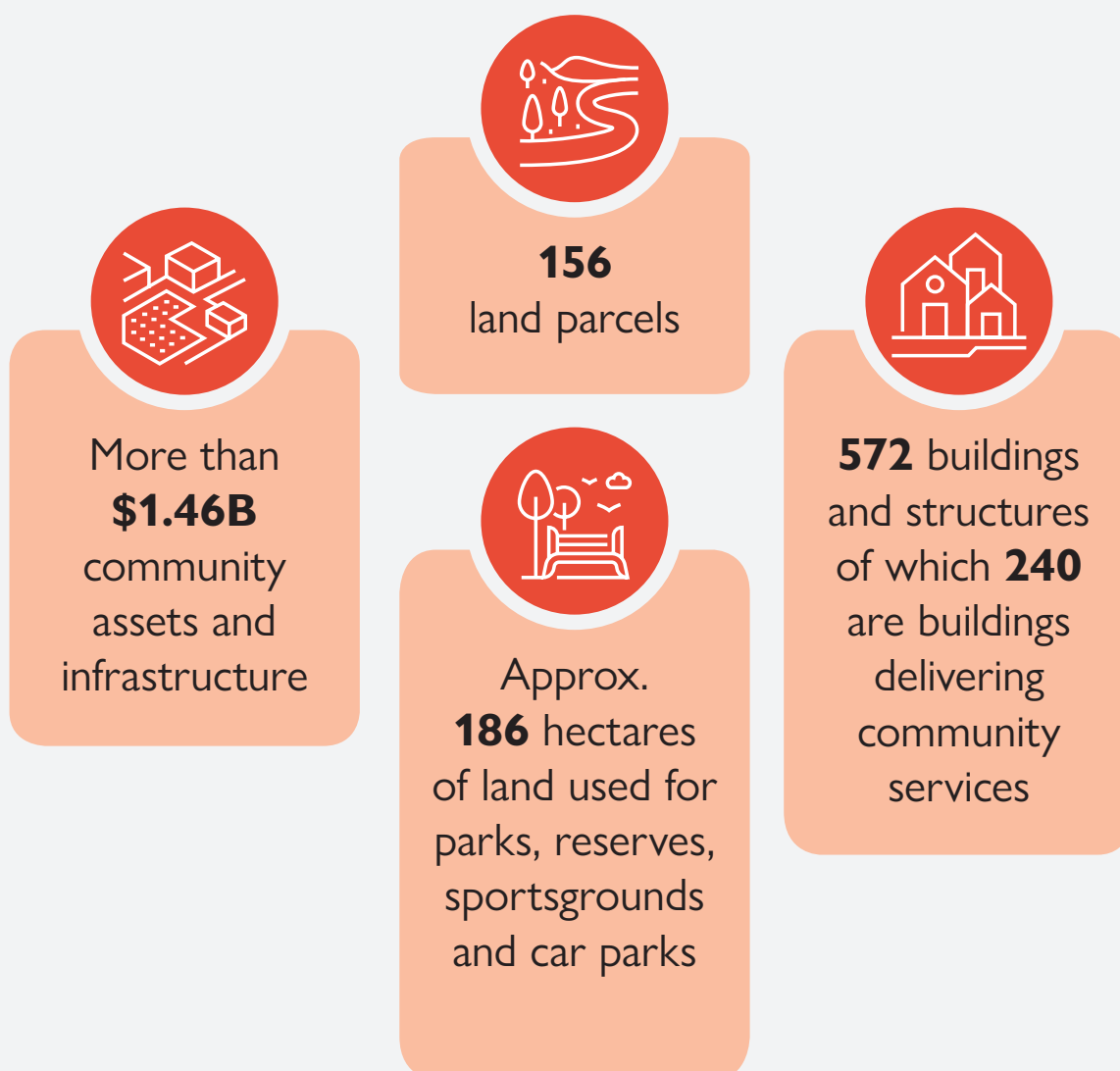


## CONTEXT (WHY BEING STRATEGIC ABOUT PROPERTY IS IMPORTANT)

Glen Eira City Council is responsible on behalf of its community for more than \$1.46 billion in community assets and infrastructure.

These properties enable us to deliver our services to the community.

The extent of Council's assets is shown below:





### What properties are included in the Strategic Property Plan?

The *Strategic Property Plan* refers to the following types of properties owned by Council:

- Vacant land
- Buildings on Council land (vacant or occupied)
- Parks, open space and sporting reserves
- Car parks

Council also leases commercial premises to provide or support some services that benefit our community. This *Plan* considers those arrangements, as although we may not own that land or asset, a strategic approach to service provision and value/benefit is important.

Council's property assets enable us to provide services that support our community — we call it community infrastructure and it includes places such as Glen Eira Town Hall, public pools, libraries, parks and gardens, early childhood and community centres, community rooms/hubs, kindergartens, the art gallery, pavilions and sporting clubs, senior citizens, Council offices and car parks.

By way of example, Council-owned property assets include, but are not limited to:

COMMUNITY INFRASTRUCTURE TYPE	NUMBER
Car parks	35*
Community rooms and hubs	20+
Independent living units	64
Senior Citizens' Centres	5
Recreation/aquatic centres	3
Scout/Guide halls	10
Tennis	15
Libraries	4
Pavilions	25
Maternal and Child Health Centres	5
Open space parks	76
Bowling and/or croquet clubs	7
Kindergartens	11
Art Gallery	1

\*Note these are stand-alone car parking assets, this number does not include car parking associated with other assets e.g. Glen Eira Town Hall car park.

To be clear, this list excludes infrastructure assets such as roads, footpaths, school crossings, shopping strips, pipes and stormwater drains. This infrastructure is managed in accordance with Council’s *Asset Management Strategy 2024–2028* and *Asset Management Plan*. The *Asset Management Strategy* notes Glen Eira’s assets are ageing and are increasingly costly to maintain and renew. They also need to be climate resilient, all of which poses a financial challenge to Council.

The principles outlined in the *Asset Management Strategy* are relevant to the *Strategic Property Plan*. It states that we need to manage our assets to keep them fit-for-purpose and decisions about their future need to consider the life cycle of assets, identified community need and financial sustainability.

The role of the *Strategic Property Plan* is not to plan for a program of capital works expenditure that maintain/ renew assets (e.g. replacing a roof, retrofitting a building for climate efficiency or the internal re-fit of a building). Rather, it is to plan strategically for the future needs of our community regarding the provision of community infrastructure that they will need. The *Plan* needs to balance sometimes competing interests while being financially sustainable.

### **The cost of quality community service provision**

Council provides a raft of services that range from parks and playgrounds, sporting facilities, animal management, youth services, library services, maternal child healthcare, tree planting and maintenance, graffiti removal, local business support and many, many others. Many of these services require land and buildings to host and support them.

A recent example of Council's investment in community infrastructure is the Carnegie Memorial Swimming Pool which provides a venue for people to swim, socialise, learn new skills and maintain healthy lifestyles. The Carnegie Memorial Swimming Pool has been a much-loved part of Glen Eira for more than 50 years, however the facility had reached the end of its serviceable life and urgently needed to be replaced. The transformation of the Pool into a contemporary aquatic facility will benefit the Glen Eira community for generations to come.

A key challenge for local government is ensuring our community has access to quality, fit-for-purpose and well-utilised community facilities that support our growing population and its changing needs throughout their lives.





Funding to acquire, maintain, renew and expand community infrastructure remains a key issue for local government. This was highlighted in recent findings of a [\*Parliamentary Inquiry into Local Government Funding and Services \(November 2024\)\*](#), which identified that “... in proportion to their revenue, councils are required to manage a far higher proportion of infrastructure than other tiers of government” and ‘that asset renewal is the biggest capital expense for all types of councils, and asset renewal was also one of their biggest cost pressures.’

Council’s *Financial Plan 2024–34* identifies that financially, Council’s primary obligations are to be financially sustainable, make effective use of the public funds entrusted to us and to ensure the responsible management and planning of community assets so that future ratepayers are not burdened unnecessarily.

With rising costs, a constrained fiscal environment and a growing population, we need think about how best to continue provide the high-quality programs and services our community values in a financially sustainable way.

Local government faces many fiscal risks that are beyond its control, among them:

- ‘Fair Go’ rate-capping system introduced across Victoria in 2015 has severely constrained the ability of local government to rely on traditional avenues of revenue and provide essential community services.
- Impact of state and federal government decisions and policies on community infrastructure and services that councils provide e.g. state government reforms to increase housing density in middle ring suburbs to address housing affordability has implications for the supply of additional community infrastructure and services for future communities who will live for longer and in increasingly denser housing (e.g. apartments).
- Cost-shifting from other levels of government.
- Increasing costs to deliver and insure infrastructure renewal, upgrade and new infrastructure requirements.
- The timing, number and impact of emergency events.

Council’s core function is delivering the community services and associated infrastructure our community needs and expects, however the cost of providing, maintaining and renewing community infrastructure and community services is rising in a constrained economic environment.

The **specific challenges** for providing services in Glen Eira include:

- The *Open Space Strategy Refresh* identifies a deficiency of open space and recommends we buy land and make capital improvements to turn it into future open space. However, our ability to fund this is constrained.
- Related to our open space provision, is the relatively low levels of tree canopy cover in Glen Eira of just 12.5 per cent, which results in Urban Heat Island Effect (warmer temperatures caused by the modification of land, dense development, transport and hard surfaces that hold heat). This creates a situation where parts of Glen Eira can be around eight–12 degrees celsius hotter than surrounding non-urban areas during hot weather events.
- Council's *Housing Strategy* identified the need for an additional 13,000 dwellings between 2016–2036 to house the 30,000 additional people forecast to live here. The state's Housing Targets require us to have a capacity to accommodate an additional 63,500 dwellings by 2051. State government policy in relation to housing identifies potentially higher populations than currently forecast and that future housing will be denser than traditional housing, with predominantly apartments as the main type of housing in and around our activity centres. This has potential to change the way people live in Glen Eira and will impact on the type and quality of community infrastructure they will access, e.g. without private access to green space, quality publicly accessible green spaces will become even more important.

### **Benefits and risks of holding property**

A considered approach to managing our property portfolio can have many benefits, including:

- Providing quality, accessible, fit-for-purpose and well-used venues for delivering services to the community
- Maintaining assets proactively so they remain in good condition
- Complying with relevant laws, regulations and policies
- Opportunities to implement Council strategies
- Using economies of scale to deliver more cost-effective assets and services
- Recognising that property is the only source of revenue not constrained by the state government, thus reducing costs to ratepayers through commercialising appropriate sites.

The scale of investment in our property portfolio also exposes us to a range of risks, including:

- Changing property values over time
- Cost to hold property (e.g. interest rate changes and increasing insurance liability)
- Legal risks arising from use of properties and contractual arrangements (e.g. risk to patrons using facilities)
- Financial risks and obligations which increase as the building ages
- Commercial exposure to a competitive market (spaces may be vacant sometimes or not desired by the market).



### Taking a strategic approach

Council needs to be strategic and considered when making decisions about its properties to ensure the greatest benefits for our community now and into the future are made in the most financially sustainable way.

This requires us to look at how a small number of assets can provide a revenue stream to help us fund future community infrastructure and services. It might be the commercial leasing of a site, combining several services into one larger building to enable cost sharing or selling an under-used asset to provide a better one.

Having a strategic focus to our property portfolio will create opportunities for our services to be provided in better buildings as well as financial gains that benefit the community.

There is clearly a need for Council to strategically review and plan its property assets to ensure a balance of net community benefit and financial sustainability in delivering community services and facilities.

## The benefits and opportunities of a strategic approach to property

A strategic approach to property assets offers the following benefits:

### 1. Enhanced decision-making, long-term planning and risk management

- Enables informed decisions about property assets in relation to acquisition, maintenance, utilisation and disposal.
- Allocates resources effectively ensuring the sustainability of community resources.
- Facilitates long-term planning and forecasting, aligns property investments with community goals and adapts to changing demographics.
- Captures future needs of open space and other community infrastructure by ensuring property acquisitions and developments align with demographic trends, urban density changes and identified gaps in service provision.
- Identifies and mitigates risks associated with property assets, such as legal liabilities, environmental concerns and market fluctuations.

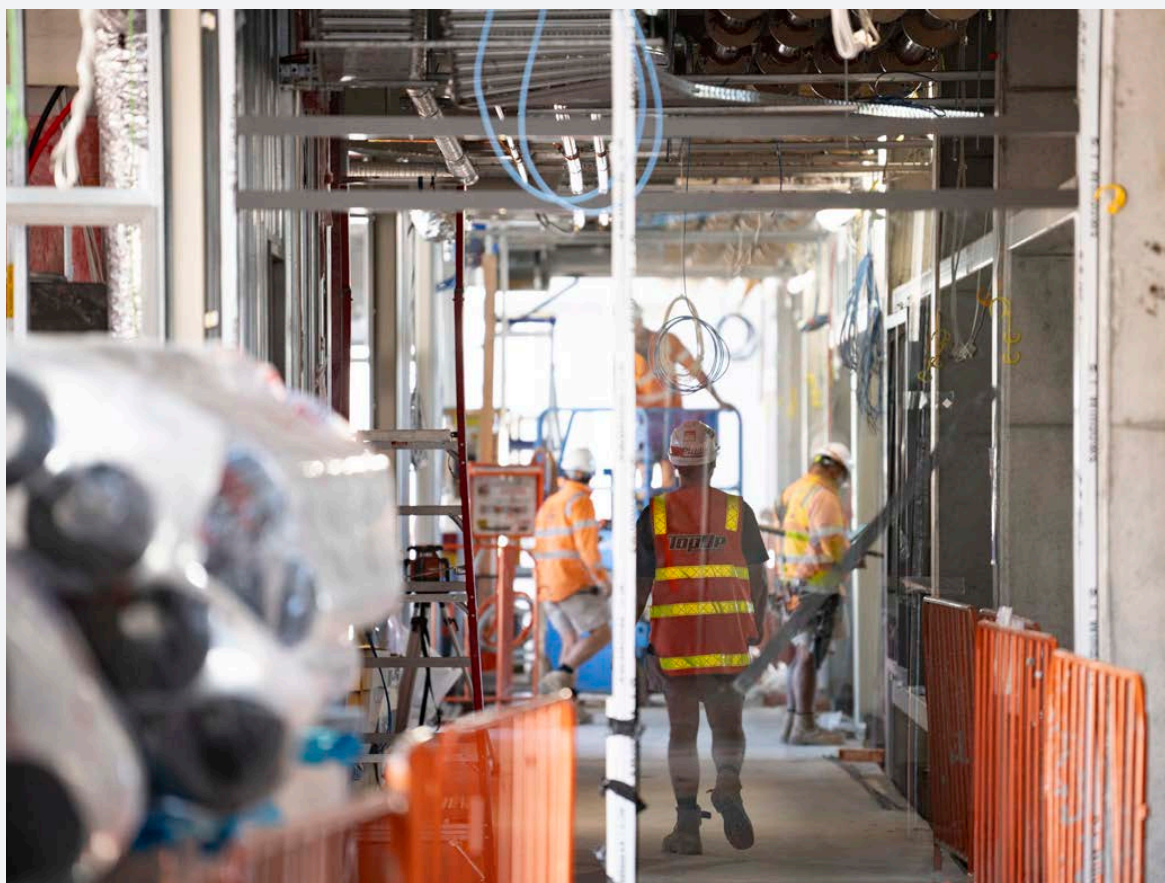
### 2. Enhanced accountability and transparency

- Fosters greater accountability around property asset management.
- Increases transparency and builds trust between Council and the community.

### 3. Community, environment and financial benefit

- Increased community wellbeing  
Cultivates **increased community wellbeing** by providing local infrastructure that promotes opportunities for recreation, sport, education and community engagement.
- Social equity — accessibility and inclusion  
Promotes **social equity through accessibility and inclusion** by ensuring all residents, regardless of age or ability, have access to essential services and facilities.
- Environmental sustainability  
Supports **environmental sustainability** by ensuring green spaces enhance biodiversity and reduce urban heat.
- Public health, social cohesion and safety  
Enhances **public health, social cohesion and safety** by providing safe spaces for physical activity and social gatherings. It also facilitates emergency services and disaster preparedness.
- Sense of place, liveability and social connection  
Fosters a **sense of place, liveability and social connection** by encouraging residents to participate in community activities, which provide a sense of belonging and care for one another, thereby improving liveability.
- Cost benefits and value to our community  
Maximises **cost benefits and value** through well-utilised community facilities and spaces that reduce the cost of maintenance and renewal and minimise under-utilised facilities which can lead to higher costs for Council, as they require ongoing maintenance and renewal without delivering adequate value.  
Provides **stimulus to local economies** through well-maintained infrastructure that attracts businesses. It creates jobs and encourages investment in the community, leading to a more vibrant local economy.





#### 4. Partnerships and advocacy

Manages the significant costs of property development by working in partnership with other levels of government, organisations, not-for-profits, or developers. Full funding of new facilities is simply cost prohibitive for Council on its own and partnerships are a key opportunity that allows:

- Access to other funding streams
- Access to providers/business whose business model provides services that Council cannot typically access (e.g. affordable housing providers)
- Building of new and improved facilities to provide community services that meet current and future needs
- Swapping, disposal or optimising value of land for a community benefit (e.g. lease of air space over Council land)
- Reduce risk.

Our community has told us a lot about their views and feelings on matters that this *Plan* needs to consider and plan for. Our community panel also provides regular insights into key community sentiments. **Appendix A** includes a summary of what our community has told us about infrastructure and services.







## WHAT COMMUNITY INFRASTRUCTURE DO WE NEED TO PLAN FOR IN THE FUTURE?

To ensure Council continues to deliver high quality community infrastructure and services we need to understand our properties, facilities and future needs.

### Community infrastructure and services

Council has recently assessed its community wellbeing infrastructure and facilities, both those provided by Council and other sectors (private, education, not-for-profit, etc). This community wellbeing infrastructure includes facilities such as kindergartens, libraries, community meeting spaces and other community support facilities. This assessment does not however look at open space and recreation, these are guided by the *Open Space Strategy* and upcoming planning for our communities future recreation needs. The community wellbeing infrastructure has been compared against industry benchmarks that help to inform the development of recommendations in the *Strategic Property Plan*.

While there is still further work to be done to understand how well our facilities meet community needs now and into the future, and how well they are used, we have a basic understanding of our community infrastructure provision and how this might change over the next 10 years with projected population growth.



**Key forecast recommendations are:**

- **Kindergartens:** Provision of three-year-old and four-year-old kindergarten is increasing over coming years with Victorian government changes that are increasing hours and decreasing costs to families. This is likely to have impacts on the number of buildings and kinder rooms Council provides at its current sites and within new community hub facilities in the future, particularly around the need for potentially larger facilities. A *Kindergarten Infrastructure and Services Plan* is currently being prepared by the Department of Education and Training in partnership with Council, outlining where the areas of highest need are likely to be.
- **Early years infrastructure:** Respond to a growing community and more children and families that rely on quality maternal and child health services, playgroups, toy libraries, occasional care and related activities.
- **Community meeting spaces:** These should be considered in any redevelopment or new development of community facilities. Multi-use and flexible spaces will be key to meeting a range of community needs. Optimising utilisation of Council's current community spaces will be an integral part of this forecast need.
- **Libraries:** It is likely that an increase in the floorspace of libraries may be required as population numbers increase in coming years. Council has four libraries and any plans to upgrade or modify these buildings should review the available floorspace, how it can be maximised and identify any other improvements to modernise the spaces. The role that libraries can play as 'activators' within the community can be explored so that communities see their local library as a destination for a range of activities and programs.
- **Aged care:** Consideration of Council's future role in providing residential aged care services at a single site in Bentleigh East — this is anticipated to be part of a separate consideration by Council.
- **Single purpose and standalone facilities:** Long-term actions for single purpose and standalone facilities when they reach their end-of-life, alternate delivery of services and programs as part of multi-purpose and integrated community venues that cater for all ages and abilities are considered.

Work that has been completed to date will be used as a key input into a future *Community Infrastructure Plan*. The *Plan* will outline principles to guide planning for future community infrastructure, considering each suburb and its potential needs, and develop an action plan that ensures future community needs can be met by responsive and well-designed facilities.

The *Strategic Property Plan* is a dynamic plan and will need to respond to emerging data and changing demographic conditions among other matters. Data and direction identified in a future *Community Infrastructure Plan* would be used to inform recommendations in the *Strategic Property Plan*, that is, as more/better data becomes available and what we need to plan for is clearer (e.g. more library space). This will inform decisions about strategic sites recommended in the *Strategic Property Plan* and future planning for those sites.





## Open spaces

Open space is publicly owned land that is currently set aside or is likely to be so in the future, for recreation, nature conservation and passive outdoor enjoyment. It includes parks, reserves, gardens, larger urban and civic spaces and forecourts.

Glen Eira's *Open Space Strategy* identifies key issues regarding provision of open space in the municipality:

- The lack of open space, particularly the gaps in provision of open space, meaning some people are not within reasonable walking distance of any open space
- The impact of the forecast increase in urban densities and population growth on liveability and access to open space
- The need to ensure an equitable balance between sporting, unstructured recreation and informal use and values of open space
- The need to care for, protect and carefully manage trees, particularly mature trees in open space
- The lack of diversity of open space character and facilities and the need to adapt to changing needs
- The need to improve sustainable design and management practices in open space, including sustainable water use
- Improving accessibility for all to open space, including different cultural groups, diverse age ranges and people with all levels of ability.

### **Future living arrangements will change our communities future open space needs**

Council has prepared structure plans to guide future development in the three Major Activity Centres (MAC) of Bentleigh, Carnegie and Elsternwick. The *Housing Strategy* provides further definition around the forecast change in the neighbourhood centres and in selected strategic sites.

The structure plans and *Housing Strategy* align with Victorian Government planning policy that directs higher density housing to activity centres. Many of the existing activity centres have no or little existing open space. Increasing urban densities and concentrations of additional resident and worker populations in them means there is a need for new open space.

In addition, people living in higher density housing mostly lack back yards unlike those living in traditional Glen Eira housing. Therefore, residents of higher density housing will rely on being outdoors in publicly accessible green space. This is particularly important in ensuring people have access to green space that enjoys winter sunlight and is not over shadowed particularly during the winter months.

Children living in high-rise housing within a 300-metre radius of local green space are more likely to access those spaces independently than children who had to travel further<sup>1</sup>. While this research is available on children's use and access to open space, it is likely that vertical living for adults results in at least the same and potentially a greater reliance on publicly accessible green space.

Regularly distributed green spaces across built up areas that are designed with appropriate green infrastructure can be effective in offsetting some of the impacts of increased urban heat as well as promoting community health and wellbeing.

In Caulfield South, large portions of the suburb — particularly in the west — lack accessible green space. Further exploration of strategic repurposing of underutilised land, such as Council-owned sites or road reserves, could create a new publicly accessible green space.

Ormond also has gaps in publicly accessible green space provision, particularly in the north and around North Road, where higher-density housing is placing additional demand on recreational areas including the proposed development located above Ormond train station. Additionally, partnerships with developers could help integrate green spaces into new developments.

Beyond these opportunities are innovative solutions like green streets, road dieting, increase street canopy trees and shared use of school open spaces. These solutions can help improve access and connection to open spaces and enhance the overall public realm. Shared spaces with school or private development can play a role also but often rely on an ongoing relationship and can be subject to quick change.

Future Victorian Government announcements regarding activity centres will further intensify demand for publicly accessible green space. This reinforces the need for Council to strategically plan to acquire, re-purpose for and fund publicly accessible green space, noting in recent years Council has acquired open space in Bentleigh, Bentleigh East, Carnegie, Caulfield South, Elsternwick and Gardenvale. Funding is needed to re-purpose these sites into the high-quality open space that our community requires.

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<sup>1</sup> *Vertical Living Kids* (2009), undertaken by the University of Melbourne for the Victorian Health Promotion Foundation

### Sport and recreation

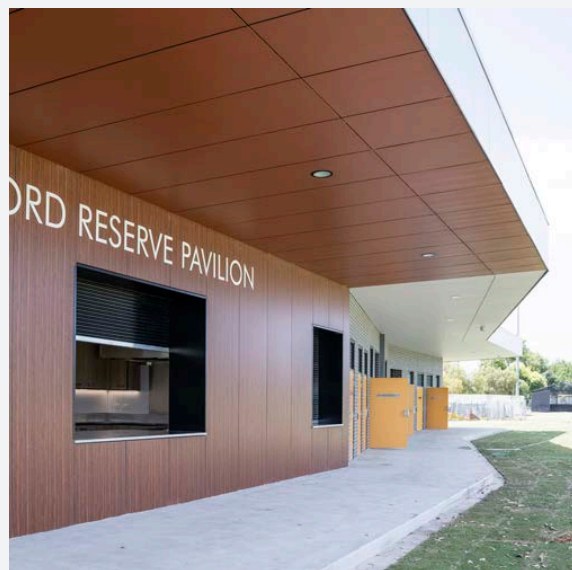
Glen Eira's population is set to grow by 30,000 by 2036, creating increased demand for access to high-quality outdoor sports facilities. To meet this demand, it is essential to enhance the durability and capacity of existing sportsgrounds.

Council also has an ongoing upgrade program in place for sports pavilions in open space. The *Pavilion Redevelopment Strategy* promotes multi-use of pavilions in recognition that there are constraints on the amount of open space available. This approach will need to be strengthened within the context of forecast population growth. Pavilions are located within parks. An understanding is required of utilisation and whether there is opportunity for improved utilisation, particularly where community spaces may be available within those pavilions for broader community use.

The *Pavilion Redevelopment Strategy* prioritises future pavilion upgrades. Opportunities to include community spaces outside of active sport will be considered on a case-by-case basis as part of the design and community engagement process.

Glen Eira Sports and Aquatic Centre in Bentleigh East caters for current demand for indoor multi-purpose facilities which was highlighted in *GET Active — Future of Sport and Active Recreation 2019*. If future recreation planning identifies provision of multi-purpose indoor facilities is required, those facilities should be investigated for sites additional to the existing open space network to avoid losing outdoor open space to buildings.

In addition, there is a need to consider ageing club infrastructure supporting activities such as croquet, tennis and bowls through a strategic lens. Further strategic recreation and leisure planning is needed to assess current and future needs, demand for these activities, and how Council can best support them.







# DECISION-MAKING FRAMEWORK

## DECISION-MAKING FRAMEWORK

A robust assessment of Council's property assets is essential to support the effectiveness of these assets in meeting community benefit and financial sustainability outcomes. Council's adopted *Property Strategy 2021* identified a broad decision-making framework and process to be used as a starting point when considering how Council should make decisions about property assets. It identifies a consistent assessment process, including required supporting information reporting and decision points throughout the process.

This *Strategic Property Plan* adapts the key phases for decision-making from the *Property Strategy 2021* and incorporates further matters related to the principles outlined in the *Plan*. The revised decision-making framework (in two parts) is outlined in the process below.

### PHASE 1: INITIAL PHASE

Establish a baseline assessment of each property based on available information including:

- historical maintenance and renewal expenditure
- forecast renewal costs based on the current condition of assets
- overall asset condition and value
- current utilisation
- forecast needs based on current data on community infrastructure.



**PHASE 1: Property performance assessment matrix**

These matters have informed categorisation of property assets and recommendations of the *Strategic Property Plan*.

ASSESSMENT CATEGORY/ EVALUATION CRITERIA		SUPPORTING CHECKLIST CONSIDERATIONS
Council Plan strategic priorities service need	Identified for implementation of the <i>Council Plan</i> or any Council strategies	1. Is the property identified for current or future Council or community use in a current Council strategy, plan or policy e.g. <i>Open Space Strategy</i> , <i>Major Activity Centre Structure Plan</i> ?
	Service suitability and operational need	2. Does the property deliver an identified long-term Council service need based on current information? 3. Does Council require further data or service review information to enable decision-making on future service provision? 4. Are there place-related or localised community needs that should be considered for this site? This may be on a municipal, suburb or neighbourhood basis.
Strategic property review	Site context and attributes	5. Location and surrounding land uses — proximity to activity centres, public transport, market appeal. 6. Size of site, street frontages and access, existing improvements and uses that may constrain redevelopment.
	Town planning controls title considerations	7. Review title information to understand if any easements, encumbrances, covenants constrain use, acquisition, redevelopment, rezoning or disposal of a property. 8. Review current zoning and overlay controls to understand if they constrain current and future uses (e.g. use and development, car parking requirements, building heights and setbacks and whether the property is heritage listed). 9. Highest and best use of the property having regard to current and future town planning controls (e.g. at grade car park with development controls allowing for enhanced development capacity).
	Site specific constraints	10. Associated with presence of hazardous materials or contamination, heritage, flora and fauna values, location of services, capacity constraints and impact on ongoing use, redevelopment, rezoning, disposal or acquisition.

ASSESSMENT CATEGORY/ EVALUATION CRITERIA		SUPPORTING CHECKLIST CONSIDERATIONS
Property performance	Building condition/ fit-for- purpose	11. Does the property meet service requirements? 12. Assessment of general building condition.
	Use by Council and/or community groups/the community	13. Assessment of utilisation — hours, days of use, level of vacancy (Council to determine benchmark rates per facility type). 14. Assessment as to whether the property is well utilised based on the utilisation data.
	Identifying/creating opportunity	15. Is there opportunity to optimise a property in a manner that maximises community benefit and/or financial returns or enhances asset value? 16. Is there opportunity to include other Council supported services/uses within this property asset e.g. where Council is leasing property commercially from the private sector to provide a service — is there opportunity to move that service to this property? 17. Is there development potential that would allow for expansion/improvement?
	Financial performance review — costs and revenue	Review of latest financial data relating to the policy with a focus on: 18. Cost to Council per annum (PA) — rent, maintenance, utilities etc. (Council to determine benchmark rates per facility type); 19. Revenue — rent/hire fees; and 20. Assessment of net cost to Council.

Once property assets have been assessed against Phase 1 (above) of the decision-making framework, there will be a decision point to report on a categorisation of property assets (below), and subject to which category the property asset is allocated, commensurate actions will be undertaken.



Following the Property Performance Assessment Matrix Phase 1 (above) a property will be placed into one of the following four categories:

CATEGORY NUMBER	CATEGORY DESCRIPTION	PERFORMANCE LEVEL/ RECOMMENDATION
1	Business as usual (BAU)	<ul style="list-style-type: none"> <li>Deemed as currently well utilised and fit-for-purpose.</li> <li>Maintain as operational.</li> <li>Review period five years or sooner if relevant site-specific data/opportunity becomes available.</li> </ul>
2	Optimise benefit*^^	<ul style="list-style-type: none"> <li>Deemed to be underutilised or having 'fit-for-purpose' issues.</li> <li>Further investigation (based on Phase 1 findings) to identify fit-for-purpose or other issues that may be preventing good utilisation of property asset.</li> <li>Is the community use or Council service best served by this property?</li> <li>Are there alternative service delivery options, including co-location and/or commercial opportunities to improve utilisation of property?</li> <li>Is there an alternate Council facility for provision of the service that may offer increased benefits e.g. proximity to an activity centre and public transport, proximity to complementary services, etc.</li> <li>Is there opportunity to include other Council supported services/uses within this property asset where Council is leasing property commercially from the private sector to provide a service to improve better outcomes e.g. better accessibility; cost efficiencies?</li> </ul>
3	Potential future strategic site (subject to service review) ^^	<ul style="list-style-type: none"> <li>Requires a decision from Council regarding service provision (i.e. does Council want to keep supporting this service in its current form? This would require consideration of Council service review recommendations).</li> <li>Subject to Council decision, move to Category 1 or 2 where not deemed surplus (as appropriate), or to Category 4 for further investigation and assessment in line with Phase 2 if deemed surplus.</li> </ul>
4	Strategic site (subject to Council decision)	<ul style="list-style-type: none"> <li>Deemed surplus.</li> <li>Identified site for further investigation, assessment and feasibility testing for recommended options in line with Phase 2 (below).</li> </ul>

\* Will require specific stakeholder engagement

^^ There are longer term actions that support outcomes in these categories. Refer to **Focus Area 2: Value and Fairness in Council's Leasing and Licencing Practices** and **Focus Area 3: Utilisation of Council's Community Infrastructure** as part of recommendations of the *Strategic Property Plan*.





Annual assessment informed by new data will inform any re-categorisation of properties, noting most properties will fall within categories 1 and 2, being property assets that meet community needs and may only need to be maintained or potentially better utilised.

Where a property asset falls within Category 3 and 4 (above), it will be recommended for further assessment for consideration of strategic re-development (through Phase 2 outlined below). This may include any combination of redevelopment, acquisition and/or disposal e.g. only part of the site may be recommended for disposal to facilitate redevelopment or upgrade to another part.

This includes relevant reporting and decision points throughout the process.

## PHASE 2: FURTHER INVESTIGATIONS AND OPPORTUNITIES ASSESSMENT

Undertake a more detailed assessment of properties identified for further investigation. The investigations may include more detailed site inspections and technical due diligence investigations to support evaluation and reporting. This process will endeavor to evaluate a range of options and opportunities to address deficiencies in performance identified in Phase 1 decision-making. The selection of opportunities for investigation and options development will need to be tailored to the particular property and circumstances and could include:

- Undertake selected actions to redevelop or upgrade the property
- Investigate opportunities for partnerships with other non-council agencies to enhance capacity including lease or license
- Investigate income-generating redevelopment opportunities for broader Council strategic service requirements
- Disposal of property. This may occur where the property is considered surplus to Council requirements or where its disposal would enable the achievement of a stronger community outcome (e.g. realising purchase or capital investment in delivering open space)
- Acquisition to support service delivery — Council to engage with landowner for property acquisition.

Note opportunities may require several recommendations that need to occur in combination e.g. acquisition of adjoining parcel to facilitate a larger land parcel for development of a community facility in partnership.

As per Phase 1 decision-making, following the investigation, reports as part of options development would be prepared that would support Council's consideration of a decision on a particular outcome.

Phase 2 assessment matrix is outlined below.

**PHASE 2: Further investigations assessment matrix**

### Financial and governance considerations

Council's *Financial Plan 2024–25 to 2033–34* identifies that financially, Council's primary obligations are to be financially sustainable, make effective use of the public funds entrusted to it, and to ensure the responsible management and planning of community assets so that future ratepayers are not burdened unnecessarily.

The *Financial Plan* outlines key matters that guide the *Strategic Property Plan* and the challenges it must address whilst ensuring a net community benefit, including that with rising cost pressures, a tightening fiscal environment, and a growing population, it is imperative that we make decisions that meet community need now and into the future.

Long-term financial sustainability is essential for Council to continue providing the high-quality programs and services our community values and relies upon.

Council's *Land and Buildings Policy* provides guidance and governance around how to consider the future of buildings and land, and notes "in identifying any potential surplus Council-owned property assets, a report shall be presented to Council providing all relevant information regarding the asset identified for potential sale including environmental and planning issues and shall include a proposed process for undertaking both consultative and/or statutory processes under the *Local Government Act 2020*, including provisions for Council to hear submissions from the community related to the proposed sale."

Regarding financial decision-making and use of funds generated through any disposal of Council assets, the policy is clear. It identifies that "funds generated through disposal will be allocated to the acquisition of new assets or the enhancement of existing assets and not to general operating revenue" and "priority will be given to establishing/acquiring assets that deliver on Tier 1 Council strategic directions."

Council's *Investment Policy* identifies that all investment decisions are made having regard to the values expressed in the *Council and Community Plan*, the principles of responsible investing and to Council's requirement to exercise effective financial stewardship.

This *Plan* will align with these policies, as outlined in the decision-making framework.

In the event of any sale of Council land, before deciding on the sale, Council must undertake a formal statutory process pursuant to relevant sections of the *Local Government Act 2020* (the Act) which includes undertaking a community engagement process. Subject to endorsement at the later stages of Phase 2 decision-making (below), a statutory community engagement process on the proposed sale of the land would be undertaken. Council would then consider feedback, ahead of a further report to Council for a decision on the proposed sale.





## FOCUS AREAS

## FOCUS AREAS (RECOMMENDATIONS)

As identified throughout this *Plan*, community needs are dynamic, as is Council’s role in responding and supporting those needs.

While the *Plan* is recommended for comprehensive review every five years, annual updates are proposed to enable the plan to be dynamic, particularly regarding data inputs to the decision-making framework.

Decisions about the performance of this *Plan* will be made by implementing a comprehensive *Monitoring, Evaluation, Reporting and Improvement (MERI) Framework* (refer **Appendix B**).

These updates will ensure focus areas and recommendations are as relevant as possible.

The *Asset Management Strategy 2024–2028* and its *Asset Plan* include actions that have direct correlation to the objectives of the *Strategic Property Plan*, namely:

- AP1 Reliable asset data — Asset registers reflect the correct location, condition state and remaining life of an asset.
- AP2 Life cycle planning — Funding and planning are made based on asset life cycle costs.

The following focus areas identify objectives, background and actions that advance established principles in this *Strategic Property Plan*:

1. **Focus areas — whole of Council enabling**  
These represent ‘whole of Council’ enabling actions that will ensure our systems, processes and strategic decision-making will support the delivery of the *Strategic Property Plan*.
2. **Focus areas — strategic sites**  
These will take the form of specific recommendations on categorisation of Council’s property assets and specific recommendations on strategic sites (where the asset is identified in category 4).

Timeframes are identified as:

TIMEFRAME	YEARS
Short-term	1–3 years
Medium-term	3–5 years
Long-term	5+ years
Ongoing	N/A

Strategic Property Plan focus areas — whole of council enabling

FOCUS AREA 1: COUNCIL'S STRATEGIC PROPERTY GOALS		
Objective(s)	<div>1. Council's <i>Property Strategy</i> aligns with broader strategic objectives and long-term planning goals to enhance community benefit.</div> <div>2. The long-term property investment plan anticipates future community needs and aligns with demographic changes and emerging challenges for Council.</div>	
Background	<div>There are various challenges faced by Council that include but are not limited to Victorian Government housing targets and activity centre plans, population growth, local government funding, and increased cost for example. The <i>Property Strategy</i> was adopted in 2021, and many challenges have emerged since that time. There is an opportunity to reaffirm Council's <i>Property Strategy</i> to ensure it takes a holistic and contemporary in approach in dealing with emerging challenges.</div> <div>A <i>Recreation Strategy</i> identifies a whole of municipality approach to planning for recreation needs of our community and also identifies clear objectives for important community infrastructure such as Pavilions. There is opportunity for a <i>Recreation Strategy</i> to include key actions that would consider the role of 'net community use' (i.e. not just sporting uses) in consideration of recreation facilities — and true 'multi-purpose' outcomes in the adaptive re-use of existing recreation facilities, and new facilities (e.g. future pavilions).</div>	
Action(s)	Timeframe	
Action 1.1	Review and update Council's 2021 <i>Property Strategy</i> .	Short-term
Action 1.2	Preparation of a <i>Recreation Strategy</i> (or similar strategic work) for Glen Eira and a refreshed <i>Pavilions Strategy</i> .	Short-term

**FOCUS AREA 2: VALUE AND FAIRNESS IN COUNCIL'S LEASING AND LICENCING PRACTICES**

<b>Objective(s)</b>	<ol style="list-style-type: none"> <li>1. A culture of accountability and transparency builds trust with the community.</li> <li>2. Fair processes that manage community access to infrastructure ensure equitable participation and fair value fees for use.</li> <li>3. Ensuring a balance of cost benefits and community benefits are realised wherever possible.</li> </ol>
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**Background** One of the key difficulties in ensuring effective leasing of Council's land and buildings is reaching agreement with community groups about property leases and licences. Due to the legal nature of these documents, it is often a protracted process to finalise an agreed document with community users who may never have had to work through a document of this type before.

As such, establishing and continually improving standards, processes and transparent decision-making create equitable outcomes that limit the time and resources needed for both Council and the community groups involved.

There is opportunity to incorporate decision-making into leasing/licensing that has a broader regard to utilisation goals. Similarly, an understanding of fair value for leases/licences is required, to balance community access with financial sustainability.

Wherever possible Council, in ensuring financial sustainability needs to consolidate any services that are operated under third party private lease arrangements into Council owned land and buildings, notwithstanding there may be some exceptional circumstances.

Action(s)	Timeframe
<b>Action 2.1</b> Review Council's <i>Leasing and Licensing Policy 2019</i> with specific focus on: <ul style="list-style-type: none"> <li>• Streamlining the leasing and licensing process to ensure fair and equitable allocation of community access and fair value fees for use that meet legislative requirements and the needs of the community.</li> <li>• Reconfirm the lease and licence <i>Decision-making Framework</i> for community tenure arrangements to optimise alignment to the principles outlined in this <i>Plan</i> e.g. opportunities for enhanced utilisation of space, community benefit matrix and formalising the requirement for expressions of interest (EOIs) for any vacancies within Council spaces.</li> </ul>	Short-term
<b>Action 2.2</b> Identify a program of lease and licence renewals to prioritise opportunities for optimising utilisation and other focus areas of the <i>Strategic Property Plan</i> .	Short-term and medium-term
<b>Action 2.3</b> Review the fee structure and value of leases and licences of property assets.	Short-term
<b>Action 2.4</b> Review leases where Council is the leaseholder on behalf of a community use or a Council service and look for opportunities to relocate to identified underutilised spaces owned by Council wherever possible.	Short-term
<b>Action 2.5</b> In exceptional circumstances where Council cannot use existing Council land/buildings to run a 'critical service', undertake analysis to identify specific and suitable partnership land (public ownership/public agencies) to secure longer term lease/use arrangements and identify any potential future land that may meet identified eligibility criteria for future use that Council may consider acquiring in the future to meet 'critical service' needs.	Short-term



**FOCUS AREA 3: UTILISATION OF COUNCIL'S COMMUNITY INFRASTRUCTURE**

<b>Objective(s)</b>	<ol style="list-style-type: none"> <li>1. Forecasting considers our community's changing demographic profile and examines future community infrastructure needs.</li> <li>2. Adaptation of buildings to accommodate other uses helps us respond to future change.</li> <li>3. Cost-effectiveness of community facilities requires high utilisation rates and may result in service amalgamation or repurposing of facilities.</li> <li>4. Community infrastructure promotes inclusivity and equal opportunities for participation.</li> </ol>
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<b>Background</b>	<p>In its first iteration, the <i>Strategic Property Plan</i> has used current data on utilisation and service provision to inform recommendations. However, Council will gather more data and undertake further forecasts as is necessary — data is not static and emerging trends and challenges remain dynamic. As new data better informs decision-making about community needs, Council's property portfolio will need to respond to the changes. Each parcel of land and building in the property portfolio will be continually assessed for its benefit to the community and whether it is effectively utilised. Maximising utilisation provides fairness and efficiency for everyone, including our ratepayers.</p>
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<b>Action(s)</b>	<b>Timeframe</b>
<b>Action 3.1</b> Prepare a <i>Community Infrastructure Plan</i> to inform Council's forward planning for community infrastructure and prioritise review cycles for the plan.	Short-term and ongoing
<b>Action 3.2</b> Consider what community services Council offers on a regular basis.	Short-term and ongoing
<b>Action 3.3</b> Conduct regular assessments of underutilised or surplus properties to identify alternative uses and maximise asset efficiency.	Ongoing
<b>Action 3.4</b> Update the <i>Strategic Property Plan</i> as required to reflect the updated service commitments, utilisation assessments and forecast demand.	Ongoing

FOCUS AREA 4: COUNCIL'S COMMUNITY INFRASTRUCTURE AND ITS INFLUENCE ON LIVEABILITY AND PLACE		
Objective(s)	<div>1. Community engagement informs decisions about local community infrastructure.</div> <div>2. Property assets foster a sense of belonging, enhance community connection and liveability.</div>	
Background	<p>The location, accessibility and quality of community infrastructure has an impact on community wellbeing both directly, through social connection and belonging, and indirectly, through perceptions of safety from our communities ability to access well-used and maintained public spaces. It is important that our community has the opportunity to influence the form and function of community spaces.</p>	
Action(s)	Timeframe	
Action 4.1	Ensure community engagement informs future community infrastructure.	Ongoing



**FOCUS AREA 5: OPTIMISE OUTCOMES — COUNCIL'S PROPERTY ASSETS**

**Objective(s)** Optimise Council's property assets in a manner that enhances property asset value, aligns with strategic objectives and optimises financial returns whilst maximising community benefit.

**Background** Ensuring a balance of community benefit and financial sustainability, it is important that where Council seeks to partner, dispose or in any way commercialise its property assets, it seeks to optimise outcomes to ensure the best cost benefit for our community. This may be through such mechanisms as making sure Return on Investment (ROI) meets industry benchmarks, ensuring development potential is fully explored or pursuing opportunity for expanded/new community assets in any commercialised outcome. Note a balance of approach is required, where Council through its service offer will need to balance outcomes — often Council will choose community benefits that are not necessarily financially an optimal outcome, however the decision is reflected in Council's support to our community.

There are property assets owned by other levels of government and agencies in Glen Eira. It is also important that Council is proactive in identifying opportunities for that land where it may benefit our community e.g. use of state-owned land for a community benefit. Similarly, it is important that Council advocate for fair development contributions to fund community infrastructure particularly in this changing planning policy environment with regard to activity centres.

Action(s)		Timeframe
<b>Action 5.1</b>	Actively seek opportunities to value-add and maximise benefit (financial and community) within Council's property portfolio.	Ongoing
<b>Action 5.2</b>	Where appropriate advocate to Victorian Government and other agencies to benefit property related outcomes in provision of community benefit for the City of Glen Eira.	Ongoing
<b>Action 5.3</b>	Advocate to the Victorian Government for local government access to adequate development contributions for future private sector development to fund community infrastructure.	Ongoing

### Strategic Property Plan focus areas — strategic sites

Following Phase 1 assessment of Council's property portfolio, recommendations will be made regarding the four category areas as per the following categorisation (refer to page 29 *Decision-making Framework* for further information).

These recommendations will then follow the Phase 2 decision-making matrix process. Annual assessment informed by new data will inform any re-categorisation of properties, noting most properties will fall within categories 1 and 2 being property assets that meet community needs and may only need to be maintained or potentially better utilised.

CATEGORY NUMBER	CATEGORY DESCRIPTION
1	Business as usual (BAU)
2	Optimise benefit
3	Potential future strategic site (subject to service review)
4	Strategic site (subject to Council decision)

As an outcome of Phase 1 assessment, and not in any priority order, the following properties have been identified for further investigation as part of Phase 2 decision-making. Consistent with Phase 2 *Decision-making Framework* (see page 29), these sites would be brought to Council for further consideration over the commensurate short-medium term timeframe being 1–5 years.

The following identifies a synopsis of the process these strategic sites will taken through as part of Phase 2 noting this is subject to any service matters being resolved:

Refined site-specific due diligence/technical assessments



Strategic options development



**DECISION POINT:**  
Reporting on options



Refinement of options



Preferred option



**DECISION POINT:**  
Preferred option



Community Engagement on preferred option



**DECISION POINT:**  
Reporting on community engagement on preferred option



Further refinements preferred option



**DECISION POINT:**  
Consideration of adoption preferred option



Subject to endorsement — develop an implementation strategy to support preferred option.



This may include commercial property, financial analysis, legal, design and/or funding strategy development. This would be undertaken on a 'case by case' basis given the profile, value or complexity of the property and proposal e.g. the level of complexity involved in a partnership arrangement.

Recommended Strategic Sites noting some are Category 3 subject to service decisions:

<b>Former Carnegie child care centre</b>	17 Truganini Road, Carnegie
<b>Elsternwick Library Precinct</b> (Elsternwick Library, Orrong Road Kindergarten and car parking)	2–12 Staniland Grove and 53–55 Orrong Road, Elsternwick
<b>Civic Precinct</b> (Glen Eira Town Hall, Glen Eira Gallery, Caulfield Library, Maternal and Child Health, former early learning centre, Oak Tree House 1 and 2)	420 Glen Eira Road, 256–258 Hawthorn Road and 4–6 Lirrewa Grove, Caulfield
<b>Former Commonwealth Bank</b>	751 Centre Road, Bentleigh East
<b>Vacant land (fenced) to the east of Bentleigh West Primary School</b>	16 Pleasance Street, Bentleigh
<b>Shepparson Street car park and Carnegie Library and Community Centre</b>	Part 3, 7 and 9–15 Shepparson Avenue and 296–298 Neerim Road, Carnegie
<b>Watson Grove car park</b>	5 Watson Grove, Glen Huntly
<b>Station Place car park</b>	12–14 Station Place, Glen Huntly
<b>Former Spurway Aged Care facility</b>	89–91 Murrumbeena Road, Murrumbeena
<b>Former Peninsula Legal Centre office</b> (next to Brady Road Kindergarten)	82 and 84 Brady Road, Bentleigh East
<b>Maternal and Child Health Centre and child care centre</b>	103–105 Murrumbeena Road, Murrumbeena
<b>McKinnon Hall complex</b>	118–122 McKinnon Road, McKinnon
<b>Bent Street west car park</b> (Western end of car parks north of Centre Road)	1–5 Bent Street, Bentleigh
<b>The Elsternwick Club</b>	19 Sandham Street, Elsternwick







## APPENDIX A: OUR PLACE, OUR PLAN — WHAT OUR COMMUNITY HAS TOLD US

Through late 2024 to mid-2025, Council developed our new *Council Plan* which was informed by *Our Place, Our Plan* community engagement. What our community told us will help shape our plans for the next four years. The *Strategic Property Plan* looks beyond four years, so it is especially important it is informed by our community's views. It needs to consider how Council's assets contribute to the liveability of our places and spaces.

The feedback we received from our community through *Our Place, Our Plan* assists us in progressing the *Community Vision* — that in 2040, Glen Eira is a thriving and empowered community, working together for an inclusive and sustainable future. It has also provided meaningful community views on key matters addressed in this *Plan*, and the *Plan* has been updated accordingly in consideration of that engagement.

*Our Place, Our Plan*, was developed as a multi-phased communication and engagement program to gather our community's feedback for this integrated planning process. This engagement formed the biggest ever conversation with our community and was designed to be delivered across the consult and collaborate levels of the IAP2 Public Participation spectrum in four phases:

**Phase one**  
**2040 Community Vision check in**  
1 to 31 August 2024  
Consult level



**Phase two**  
**Broad community engagement**  
5 February to 16 March 2025  
Consult level



**Phase three**  
**Community Priorities Panel**  
19 March to 16 April  
Deliberative engagement at the collaborate level



**Phase four**  
**Consultation on draft plans**  
Round one plans: 30 April to 18 May 2025  
Round two plans: 11 August to 3 September 2025  
Consult level



The development of the *Strategic Property Plan 2025–2030* was informed by our communities feedback during earlier phases of *Our Place, Our Plan* between 5 February to 16 April 2025. This included broad community engagement, stakeholder engagement and a deliberative engagement process with our Community Priorities Panel made up of 39 representative Glen Eira residents.

The draft *Plan* was then exhibited during the fourth phase of *Our Place, Our Plan* from 30 April to 18 May 2025, along with other plans. This engagement was to check back in with the community to see if we had heard them correctly through their feedback and if they had any further comments to add before the *Plan* was presented to Council for adoption.

The *Draft Strategic Property Plan* received a total of 18 survey submissions and one email submission, totalling 19 submissions overall.

Our community has already told us a lot about their views and feelings on matters that this *Plan* needs to consider and plan for. Phase three of the *Our Plan, Our Place* communication and engagement program was the re-establishment of our Community Priorities Panel.

The Panel developed 35 recommendations across five key topics areas including:

- **community wellbeing**
- **social cohesion**
- **diverse and accessible places (including asset management)**
- **environmental stewardship**
- **innovative and digitally enabled services.**

Of most relevance to the development of this *Plan*, the following recommendations apply:

**Community wellbeing recommendations:**

- > Diversify green spaces (90 per cent)
- > Use Council assets to support social connections (88 per cent)
- > Improve accessibility of services and information (80 per cent)
- > Create passive outdoor spaces for adults (82 per cent)

**Social cohesion recommendations:**

- > Co-locate services in community hubs (90 per cent)
- > Build adaptable community hubs (88 per cent)
- > Complete strategic asset assessments (84 per cent)
- > Apply community connection principles to environmental design (84 per cent)

**Diverse and accessible places recommendations:**

- > Prioritise pocket parks and passive open space over active open spaces (78 per cent)
- > Build hubs paired with satellite services where needed (80 per cent)
- > Balance maintenance costs and placemaking investment (78 per cent)
- > Sell land as a last resort (90 per cent)
- > Co-locate facilities (84 per cent)
- > Review maintenance to include social value and use (84 per cent)
- > Recover costs from private hiring of Council facilities (84 per cent)
- > Include green assets in asset register (82 per cent)
- > Raise revenue through renting community assets (80 per cent)
- > Alternate service providers (76 per cent)

**Environmental stewardship recommendations:**

- > Create a physical hub to discuss sustainability options (80 per cent)

**Innovative and digitally enabled services recommendations:**

- > Seek collaborations and partnerships to deliver services while maintaining oversight (88 per cent)
- > Use partnerships when financially beneficial while maintaining quality (82 per cent)
- > Provide services for whole community unless there are gaps in availability of targeted services (78 per cent)



This *Plan* responds to the outcomes of *Our Place, Our Plan* engagement, including recommendations of the community panel, survey responses to *Our Place, Our Plan*, and specific feedback to consultation on the draft *Strategic Property Plan* itself.

Issues raised by our community inform the principles adopted within the *Plan*, particularly the following principles:

- A. Well-maintained places and renewed infrastructure, parks and gardens.
- B. Enhanced accountability and transparency.
- C. Optimising value (community, environment and financial benefit).



## APPENDIX B:

# MONITORING, EVALUATION, REPORTING AND IMPROVEMENT (MERI)

Decisions about the performance of this *Plan* will be made by implementing a comprehensive *Monitoring, Evaluation, Reporting and Improvement (MERI) Framework*.

The *Decision-Making Framework* presented in this plan provide data, reporting and analysis that directly supports the *MERI framework*:

- **PHASE 1: Property Performance Assessment Matrix**
- **PHASE 2: Further Investigations Assessment Matrix**

### Monitoring

Monitoring involves the measuring and recording the performance of the plan. Council will overtime, collect data related to informing the *Strategic Property Plan* including but not limited to forecast demographics, service review, utilisation, condition audits and current financial costs and revenue. Data to inform the *Strategic Property Plan* is constantly evolving and dynamic. Therefore, in responding to these conditions the *Strategic Property Plan* must also remain dynamic.

Key performance indicators (KPIs) have been established as part of Phase 1: Property Performance Assessment Matrix focusing on various data points such as building conditions, utilisation, costs and Council service/benefits. Regular monitoring will be conducted and reported (refer reporting below).

### Evaluation

Evaluation is the process of critically examining the effectiveness of the plan. Evaluation includes:

- Operational governance and oversight  
A representative working group (with commensurate Terms of Reference) comprised of representatives from relevant business units within Council including but not

limited to finance, strategic planning, asset management, communities and risk/legal (as a core). The core Strategic Property Project Working Group is required to:

- Ensure a coordinated and cross organisational approach for consideration of all property-related assessments and decisions
- Enable all decisions to be fully informed by the varying Council service drivers and community needs from each Council directorate
- Be responsible for the strategic and systematic assessment of all property to ensure a timely, comprehensive and coordinated approach
- Coordinate with the *Asset Management Strategy* and commensurate *Asset Management Plans* to ensure a holistic approach is taken to all of Council's property functions.
- Analysis of data inputs to inform recommendations  
As more up to date and/or more robust data becomes available, analysis against the decision-making framework in the *Strategic Property Plan* will need to be reviewed, particularly given the lead times in regard to strategic site recommendations which could be quite long. There will be a requirement to re-evaluate direction where new data may evidence a reconsidered approach. E.g. Council has made a decision to expand or reduce a community service due to Victorian Government legislative changes that make provision of that service financially unsustainable.
- Reconfirm Cost-Benefit Analysis  
Given the length of time attributable to some recommendations within the *Strategic Property Plan* which could be quite long, there will be a requirement to re-confirm cost-benefit analyses (annually) on recommendations with such analysis, to ensure that the government is maximising value from its property investments and the financial and valuation assumptions still remain current and accurate.

- **Benchmarking**

Benchmarking was undertaken by Council in preparation of the *Strategic Property Plan*, and in the future benchmarking of the *Strategic Property Plan* will be conducted against similar local governments to compare performance and identify best practices aligned to the five-year review cycle of the *Plan*.

## Reporting

Regular reporting on the performance of Council's property portfolio drives accountability and is an important element of any governance framework. In the context of local government, reporting on property performance will also be undertaken through reporting on performance against Council's *Asset Management Strategy* and commensurate actions within the 10-year *Asset Management Plan*.

In the context of the *Strategic Property Plan*, reporting will be consistent with the decision-making framework PHASE 1: Property Performance Assessment Matrix and PHASE 2: Further Investigations Assessment Matrix. Reporting will include:

- An annual report to Council on the implementation of the *Strategic Property Plan* which will be presented to Council outlining progress, and any recommendations for improvements and new opportunities in terms of any based on updated service provision and utilisation that may impact Council's property assets.
- Reports on strategic sites as part of Phase 2 will be reported to Council on a case-by-case basis, aligned with key decision points within the Phase 2 Matrix.
- The *Strategic Property Plan* will be reviewed every five years and reported to Council for a comprehensive update.

The purpose of the annual report is to provide a summary of annual achievements driven by the *Strategic Property Plan* and scope of the report may include:

1. Status of meetings by Council's Property Governance (i.e. Place and Property Governance Committee) — i.e. number of meetings and membership.
2. Details of any new data or emerging issues that may impact on the *Strategic Property Plan*.
3. Status/scope of *Strategic Property Plan* Focus Areas (recommendations) implemented and undertaken during the year.
4. Status of current property portfolio performance — including capital expenditure, recurrent expenditure and overall revenues returns of property portfolio compared to previous year.
5. Details of any other revenues/returns from sales of surplus property.
6. Status of lease renewals and actions undertaken during the reporting period.
7. Proposed future actions in coming year.

## Improvement

Continuous improvement is an integral part of the *Strategic Property Plan*. Evaluation findings and stakeholder feedback will assist in identifying areas for improvement. Review cycles will allow for new and updated data, and emerging issues to be analysed, and recommendations revised based on such. Insights will also be gained as the *Strategic Property Plan's Decision-making Framework* is implemented. Review of effectiveness and improvements to the framework will be integral in ensuring continued improvement.

## APPENDIX C: POLICIES, STRATEGIES AND LEGISLATION RELEVANT TO THIS PLAN

### Council plans, policies and strategies relevant to the *Strategic Property Plan*:

- *Council Plan 2021–2025* and new *Council Plan* under development
- *Community Engagement Policy 2021*
- *Asset Management Policy 2013*
- *Asset Management Strategy 2014–2018* (updated update currently under development)
- *Council Leasing and Licensing Policy 2019*
- *Fair Access Action Plan 2024–2028*
- *Open Space Strategy, 2014* and Refresh 2020
- *Pavilion Redevelopment Strategy 2017* (priorities updated November 2022)
- *Independent Living Units for Older Persons Policy*
- *Glen Eira City Council GET Active — The Future of Sport and Recreation 2019*
- *Glen Eira Active Recreation Action Plan July 2021*
- *Glen Eira City Council Our Climate Emergency Strategy 2021–2025*
- *Glen Eira Tennis Strategy 2018–2028*
- *Glen Eira Public Toilet Plan 2022–2027*
- *Kindergarten Infrastructure and Services Plan 2020* (new plan under development)
- *Roads and Reserves — Discontinuance and Sale Policy 2015*
- *Social and Affordable Housing Strategy 2019–2023* (to be replaced by social and affordable housing policy under development)
- *Housing Strategy 2022*
- *Glen Eira Integrated Transport Strategy 2018–2031* (2024 Refresh)
- *Carnegie Structure Plan 2018–2031*
- *Elsternwick Structure Plan 2018–2031*
- *Bentleigh Structure Plan 2018–2031, 2024*
- *Caulfield Major Activity Centre Structure Plan — September 2022*
- *Glen Huntly Structure Plan 2021–2036*
- *East Village Structure Plan 2018–2031*
- *East Village Comprehensive Development Plan 2020*
- *Council Community Wellbeing Plan 2021–2025* and new plan under development (to be incorporated into Council plan not a separate plan)
- *Glen Eira Urban Forest Strategy 2021*
- *Glen Eira Placemaking Strategy 2023–2027*
- *Glen Eira City Council Better Streets Better Places 2023–2033*
- *Glen Eira City Municipal Emergency Management Plan 2020*
- *Walking and Accessibility Action Plan (2019–2024)*
- *Glen Eira Economic Development Action Plan 2024–2026*
- *Smart City Roadmap 2022*
- *Glen Eira Parking Policy 2020*
- *Glen Eira Financial Plan 2024–25 to 2033–34*
- *Glen Eira Sale of Land and Buildings Policy 2023*
- *Glen Eira Investment Policy* (as amended)

**The principal legislation that this *Plan* must have regard to in planning for property are:**

- *Local Government Acts 1989 and 2020*
- *Crown Land (Reserves) Act 1978*
- *Land Act 1958*
- *Retail Leases Act 2003*
- *Planning and Environment Act 1987*
- *Subdivision Act 1988*
- *Valuation of Land Act 1960*
- *Road Management Act 2004*
- *Native Title Act 1993 (Commonwealth)*
- *Property Law Act 1958*
- *Environmental Protection Act 1970*
- *Land Acquisition and Compensation Act 1986*
- *Policies and Guidelines Retail Leases Act 2003*
- *Sale of Land Act 1962*
- *Telecommunications Act 1997 (Commonwealth)*
- *Transfer of Land Act 1958*
- *Wrongs Act 1958*

**Relevant external documents include:**

- *National Competition Policy*
- *Local Government Best Practice Guidelines for the Sale and Exchange of Land*
- *Victorian Government Land Monitor Policy*

**GLEN EIRA  
CITY COUNCIL**

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

**Glen Eira City Council**

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42  
Caulfield South, 3162

Phone: (03) 9524 3333  
mail@gleneira.vic.gov.au  
www.gleneira.vic.gov.au

**National Relay Service**

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

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

**Social media****Glen Eira City Council:**

[www.facebook.com/GlenEiraCityCouncil](https://www.facebook.com/GlenEiraCityCouncil)

**@cityofgleneira:**

[www.instagram.com/cityofgleneira](https://www.instagram.com/cityofgleneira)

**LinkedIn:**

[www.linkedin.com/company/glen-eira-city-council](https://www.linkedin.com/company/glen-eira-city-council)

**Glen Eira arts, gallery and events:**

[www.facebook.com/gleneiraarts](https://www.facebook.com/gleneiraarts)

[www.instagram.com/gleneiraarts](https://www.instagram.com/gleneiraarts)

**Glen Eira Leisure:**

[www.facebook.com/GESACOnline](https://www.facebook.com/GESACOnline)

[www.instagram.com/gleneiraleisure](https://www.instagram.com/gleneiraleisure)

**Glen Eira Libraries and Learning Centres:**

[www.facebook.com/GlenEiraLibraries](https://www.facebook.com/GlenEiraLibraries)

[www.instagram.com/gleneiralibraries](https://www.instagram.com/gleneiralibraries)

**Glen Eira sustainable living:**

[www.facebook.com/sustainablelivinggleneira](https://www.facebook.com/sustainablelivinggleneira)

**Glen Eira Youth Services:**

[www.facebook.com/GlenEiraYouthServices](https://www.facebook.com/GlenEiraYouthServices)

[www.instagram.com/gleneirayouthservices](https://www.instagram.com/gleneirayouthservices)

## 10.5 INVESTIGATION INTO POTENTIAL USE OF PRIVATELY OWNED LAND FOR TEMPORARY OPEN SPACE

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**Director:** Rosa Zouzoulas, Director Planning and Place

**Trim No:** 25/1265128

**Attachments:** Nil

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### EXECUTIVE SUMMARY

Glen Eira has the lowest amount of open space per capita within any Victorian municipality and Council continues to seek to balance the needs of all community users while providing high-quality spaces. Council is also committed to being innovative in identifying opportunities to create and improve open space.

Following a recent suggestion from Council, officers have undertaken a preliminary assessment of an idea that temporary open space could be created from privately owned vacant land to enhance open space provision in identified gap areas. This report provides the information from that preliminary assessment as well as the key considerations that would need to be taken into account if Council was to undertake a more comprehensive evaluation of the idea, including:

- Mechanisms for identifying potential sites
- Options for identifying and contacting landowners
- Evaluation of site suitability
- Occupancy agreements and tenure
- Site establishment, improvement and maintenance costs
- Community perceptions

To inform the preliminary investigation, officers identified potential privately owned vacant land in the municipality. These sites have been overlaid with the open space gap areas identified in Council's Open Space Strategy Refresh 2020 (OSS). This desktop assessment has identified a limited number of sites that may have the potential to meet the land size and location requirements – predominantly in Caulfield North. Most other private vacant land identified in other locations don't align with the recommendations or requirements outlined in the OSS.

Based on the preliminary assessment of the potential scope, implications and benefits of the idea, there may be some merit however a more comprehensive evaluation is required. This would include consideration of the comparable risks and benefits of allocating resources to pursue this option over and above Council's efforts to secure and develop permanent open space in the municipality.

### RECOMMENDATION

That Council:

1. Approves officers to undertake further detailed investigations into the merits of developing temporary open space on vacant privately owned sites; and
2. Requests officers prepare a report on the findings and recommendations of this investigation for a future Ordinary Council Meeting

## BACKGROUND

Glen Eira has the lowest amount of open space per capita within any Victorian municipality. However, we have some of the best developed and maintained open spaces in metropolitan Melbourne. Council continues to seek to balance the needs of all community users while providing high-quality spaces. The OSS guides the future planning, provision, design, and management of public open space in Glen Eira. Over the last four years Council has invested approximately \$30 million in the acquisition of land for future public open space. The future development of this land into usable open space is a significant focus for Council, much of which is contingent on securing funding support from other levels of government. The development of this land and future acquisition of open space in key gap areas will help to secure improved open space provision in the medium to long term.

In the Council Plan 2021-2025 Council committed to being innovative in identifying opportunities to create access to open space owned and managed by others. To date there has been a focus on advocating for increased community access to open space owned and managed by other levels of government, such as public open space at the Caulfield Racecourse, managed by the Caulfield Racecourse Reserve Trust.

Ideas have also been progressed around closing roads to create pocket or pop-up parks in various locations with varying levels of support and success and advocacy to the Department of Education to investigate public use of school ovals.

A Councillor has suggested that there are a number of areas where there may be private vacant land which could be made available to temporarily fill open space gap areas in key areas across the municipality.

## ISSUES AND DISCUSSION

Officers have identified a number of key considerations that Council would need to evaluate should it wish to progress this idea in a more comprehensive way.

These are outlined below:

### 1. Identification of potential sites

As a preliminary step, officers have undertaken a desktop review of vacant sites. It is important to note that this is not a comprehensive list of vacant private land in the municipality.

Notwithstanding this limitation, officers have identified approximately 567 properties within Glen Eira that are vacant.

Locality	Vacant residential /commercial sites
Bentleigh	77
Bentleigh East	155
Brighton East	1
Carnegie	33
Caulfield	26
Caulfield East	15
Caulfield North	58
Caulfield South	48
Elsternwick	20



Gardenvale	4
Glen Huntly	8
McKinnon	29
Murrumbeena	40
Ormond	22
St Kilda East	31
TOTAL	567

## 2. Identification of interested landowners

There are a range of mechanisms that could be investigated to identify if the owners of vacant land may be interested in a short-term occupancy arrangement with Council.

### Use of Council's rates database

Under Privacy legislation Council is not authorised to use its rates database to identify land owners who own land outside of a company name for any purpose other than those prescribed (land owned in a company name is not protected by the Privacy legislation). That means land owners who are individuals could not be contacted by Council in relation to their vacant land for this purpose.

### Expression of interest by Council

Council could conduct a broad or localised public expression of interest process calling for people with land that met the relevant criteria to contact Council if they were interested in the opportunity for Council to occupy their land for a period of time.

### Engagement of a third party to source potential interest.

Council could engage a property agent or other third party to identify and contact the owners of potential sites to bring forward to Council for consideration

## 3. Evaluation of site suitability

Once a potential site is identified, a site inspection (including risk assessment) would need to be carried out to determine if the land is suitable for the suggested purpose.

[Council's Open Space Strategy Refresh](#) lists a number of factors that need to be considered in making this assessment including:

- The condition of the land – including undertaking a condition survey and noting any hazards that would need fixing at Council's expense.
- Suitability of the land – whether it is located near to residential premises (noise/environmental issues) / shade and sunlight considerations.
- Planning matters such as indigenous or historical impacts, transportation links, building codes and access to infrastructure or other services.
- Existing open space in the area and any particular community needs
- Size and proportions of the site including the extent of the street frontage/s, ideally sites on a corner with two street frontages.

### Planning Considerations

There are a number of planning considerations that would also form part of the suitability assessment. These include:

- Zoning and overlays that apply to the land and their impacts on proposed or potential uses.
- Restrictions on titles that may exist.
- Site contamination and remediation
- Existing or proposed applications for use and/or development on adjoining or abutting land.

### Impact on surrounding properties

There would need to be consideration of the surrounding property owners. Creating a public park from a residential site may result in impacts from a noise and traffic perspective and would introduce changes that would need to be managed with the surrounding residents.

## **4. Occupancy Agreement and tenure**

The most appropriate occupancy arrangement for such an arrangement would be a Licence Agreement. The Licence would need to consider whether Council would be responsible for the establishment costs for the landowner, or if the landowner will be responsible for their own legal/other costs. Consideration would need to be given to the 'payback' period of Council's tenure of the land. If the costs to establish and remediate the land for use were higher, Council may seek a longer occupancy which may impact on land-owner interest if they have plans for development in a shorter timeframe.

## **5. Site improvements and maintenance**

Prior to making any vacant land available for the community Council may have to undertake works to rectify any defects and install infrastructure on the land. This would need to be included in any licence agreement if the works would provide any benefit to the landowner following Council's occupation. Council would also need to consider any costs associated with these improvements during the site assessment process.

If Council undertook works or improvements to the land, there would be an ongoing obligation on Council to maintain the land in accordance with Council's usual parks maintenance commitments/schedules. A program of maintenance/inspections would need to be developed, and the costs built into Council's budget for the licence term. Council's public liability insurance policy would apply to the land under licence.

## **6. Community feedback**

While the local community may welcome additional open space, there is also the potential for polarised views on the proposal, therefore it would be advisable to engage the community about the idea to determine their views and any issues to be considered prior to a decision being made to pursue the proposal.

## **7. Community Use**

Smaller sites with narrow street frontages and deep sides (fenced) may not prove appealing to users regardless of the temporary improvements undertaken. They are confined spaces where the sense of safety is reduced. Any efforts to pursue sites for temporary open should be directed to larger sites (more than one block) with generous street frontages to ensure that the space appeals to the public.

## **8. Costs and resourcing**

This would be a new function for Council which would require resourcing to manage the program. Key tasks would include researching and locating suitable land, identifying and engaging with property owners and liaising with property, legal and technical advisors to assess the land, organise condition surveys and works and identify the types of permits that maybe required from planning and/or building.

A high-level estimate of potential costs to establish a site would be in the order of \$20,000 for legal and permit related matters. Funding would also need to be available to remediate any risks, establish a baseline park (grass, benches etc) or make improvements. Resources would also be needed to ensure a maintenance/inspection program is implemented. Our estimate of costs for this is between \$30-50,000 based on previous sites Council has acquired. These estimates would be dependent on the site conditions, location and purpose of the space and could be higher.

Having considered the information gathered during the preliminary investigation, officers have identified the following advantages and disadvantages.

On the positive side, this approach could temporarily increase the availability of open space in an area where there are gaps in provision and provide short term benefits to the community.

Additional open space has multiple benefits for the community from a health and wellbeing perspective, it provides space for connection, recreation and enjoyment. As our population grows, particularly in more densely populated areas adjacent to activity centres the demand for open space is high.

Providing temporary options could alleviate the pressure in these situations while Council continues to focus on the development of its own open space and potential acquisition of further open space in gap areas.

There are some key considerations that may limit the feasibility of the idea.

The most challenging aspect is the identification of private vacant land that would provide meaningful and usable spaces for the community. To provide real benefit the vacant land would need to be in an identified gap area, meet the criteria outlined in Council's OSS, be of a significant size (larger than a single residential site) to make a valuable contribution to the gap area in accordance with the dimensions and sizes identified in the OSS, have good street exposure and comply with all legal and risk-based requirements. Unless these criteria could be met, the open space may not meet community expectations, and the benefit may be limited.

Additionally, the proposal would require Council to divert resources and expenditure to identify potential sites and liaise with landowners, assess the suitability of the land and any risk associated with its use. Further resources would be required to develop the legal agreements and then manage and maintain the land.

There is also the need to evaluate the potential community reaction and perceptions of this approach given Council's financial sustainability situation and recent significant acquisition of significant land holdings for open space which remain undeveloped.

### **CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

Open space provides significant benefit for the local community from a health and wellbeing perspective. If Council was to improve private vacant land with plantings this could provide additional environment and biodiversity outcomes.

### **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

It is anticipated that the cost to undertake initial investigation into private vacant land options would be in the order of \$20,000. This would cover the engagement of third party property, legal and regulatory expertise. Once identified each parcel would require assessment in terms of establishment costs – based on our recent experience with our own land acquisitions this is likely to be in the order of \$30-\$50,000.

A risk assessment would be required to assess any potential liabilities that may arise from a particular site.

### **POLICY AND LEGISLATIVE IMPLICATIONS**

Any future agreements regarding the proposal would need to comply with Council's legislative obligations and policy settings.

### **COMMUNICATION AND ENGAGEMENT**

If Council decides to pursue further detailed investigations, it would be advisable to understand community sentiment. This would ensure Council has the opportunity to test the idea and determine any potential concerns the community may have – either at the localised level or more broadly.

### **LINK TO COUNCIL PLAN**

Strategic Direction 2: Well designed and maintained open spaces and places  
Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant city.

### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

### **CONCLUSION**

Council is committed to being innovative in identifying opportunities to create and improve open space. The concept of creating temporary open space on privately owned vacant land could satisfy a short-term need whilst Council also directs its efforts to improving sites recently acquired on a permanent basis. Alternatively, the appeal of these temporary spaces may not deliver the intended community benefit along with the costs that could be directed to permanent open space solutions. The allocation of resources and funds to these more detailed investigations requires the endorsement of Council.

## 10.6 GLEN EIRA BIODIVERSITY PLAN 2025-2029

**Author:** Bruce Paton, Coordinator Climate & Sustainability

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

**Trim No:** 25/1201157

**Attachments:** 1. GECC Biodiversity Plan 2025-2029 [↓](#)

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### EXECUTIVE SUMMARY

The Glen Eira Biodiversity Plan 2025–2029 (the Plan) outlines a strategic and community informed approach to enhancing and protecting biodiversity across the municipality. Developed as a key action under the *Our Climate Emergency Response Strategy 2021–2025 | Dhumbali Wurrungi-biik Parbin-ata*, the Plan builds on the Urban Forest Strategy and reflects Council's commitment to climate resilience, ecological health, and reconciliation with First Nations Peoples.

The Plan was shaped through two phases of community engagement and expert input from Ecology Australia, resulting in 30 targeted actions aligned to four strategic goals:

1. Prioritise the inclusion of First Peoples in biodiversity management.
2. Improve understanding of Glen Eira's biodiversity.
3. Maintain, improve and protect biodiversity.
4. Engage the community in biodiversity enhancement.

Key amendments to the draft Plan were made in response to community feedback, including stronger emphasis on aquatic habitats, collaboration with VicTrack, and refined language to reflect local ecological priorities. Specific suggestions, such as setting measurable targets and partnering with landowners, will inform future action plans.

The Plan integrates meaningful engagement with all three Traditional Owner groups, Boonwurrung, Wurundjeri Woi Wurrung, and Bunurong to ensure cultural knowledge and traditional land management practices are embedded into biodiversity actions.

Implementation of the Plan is supported by existing Council budgets, with future initiatives subject to annual budget processes. It aligns with state biodiversity policy and the Local Government Act 2020, reinforcing Council's commitment to environmental, social, and economic sustainability.

Through this Plan, Glen Eira City Council affirms its leadership in biodiversity conservation, climate action, and community partnership, ensuring a greener, more resilient future for all.

The report recommends that Council adopt the Glen Eira Biodiversity Plan.

### RECOMMENDATION

That Council:

1. resolves to adopt the Glen Eira Biodiversity Plan (as set out in **Attachment 1** of this report); and
2. notes the significant contribution of the Glen Eira community through the two phases of community engagement in shaping the Glen Eira Biodiversity Plan.

## BACKGROUND

The protection of biodiversity has been identified as a key element in Council's climate emergency response since the development of *Our Climate Emergency Response Strategy 2021-2025 | Dhumbali Wurrungi-biik Parbin-ata*. Action 3.2.2 in the strategy committed Council to:

*'Develop and implement a Biodiversity Plan to understand the impact the climate emergency will have on local flora and fauna and identify actions to help the local ecosystem flourish and connect people to nature.'*

The Plan builds on the foundation laid by the Urban Forest Strategy, endorsed by Council in June 2021. That strategy acknowledged the growing community awareness of the role biodiversity, and our urban canopy play not only in environmental outcomes but also in achieving economic, cultural, and health and wellbeing benefits for our community.

The development of the Plan was informed by a range of inputs, including an initial phase of comprehensive community engagement conducted in 2024, detailed discussions with the Glen Eira Sustainability Advisory Committee and expert advice commissioned from Ecology Australia, a consultancy with extensive expertise in local biodiversity, environmental analysis, and the conservation of indigenous species.

Ecology Australia assembled a multidisciplinary team of more than a dozen specialists — including zoologists, botanists, and GIS analysts — who worked collaboratively to collate and analyse up to date information on the state of Glen Eira's biodiversity, the challenges we face in protecting it and key actions that Council can take to protect and enhance our biodiversity into the future.

Council staff have further developed these recommendations utilising the information provided by Ecology Australia, knowledge sourced from within Council and the outcomes of engagement with First Nations Peoples and the broader community to formulate 30 actions designed to achieve the following goals:

Goal 1: Prioritise the inclusion of First Peoples in biodiversity management.

Goal 2: Improve our understanding of Glen Eira's biodiversity.

Goal 3: Maintain, improve and protect Glen Eira's biodiversity.

Goal 4: Engage with our community to enhance and protect Glen Eira's biodiversity.

## ISSUES AND DISCUSSION

### Amendments to the draft Plan

The final draft Plan was reviewed considering the community feedback to ensure it adequately addressed most of the themes raised by residents and stakeholders. The final review identified gaps and opportunities for improvement. As a result, the following amendments have been made to the Plan.

- Action 3.3 has been amended to emphasise the importance of protecting both aquatic and terrestrial habitats. The action now reads 'Increase local biodiversity through targeted planting or other environmental works on Council land', and one of the measures for this action has also been amended to 'Creation and enhancement of habitat for significant animal species (e.g. through targeted planting or restoration of aquatic habitat)'.
- Action 4.11, which refers to partnering and collaborating with other landholders to encourage biodiversity outcomes on their land, has been amended to include VicTrack.

- The description of a significant tree in Brighton Cemetery, which had been identified as a Studley Park Gum, has been amended to acknowledge the provisional nature of this identification and the need for more research.
- Some references to 'native' trees and species have been replaced with 'local' trees and species, to emphasise the importance of species from our local area.
- The section on complex interactions between biodiversity threats and challenges on page 17 has been amended to acknowledge the need for a mixture of exotic and native trees based on the environmental elements of individual planting sites.

#### Specific suggestions from residents and stakeholders

In addition to the broad themes mentioned above, a number of respondents provided specific suggestions for how actions in the Plan can be successfully delivered. Examples of these proposed initiatives include:

- approaching additional landowners including government agencies, about partnering to achieve biodiversity outcomes on their land;
- setting measurable targets to guide and track the amount of indigenous planting undertaken by Council; and
- undertaking practical, site-specific initiatives to protect and enhance Glen Eira's natural environment.

These specific proposals are considered appropriate to be reflected during the development of annual action plans.

#### First Nations input and partnerships

The development of the Plan has been informed by engagement with all three Traditional Owner groups whose Country includes Glen Eira.

The initial development of the Biodiversity Plan included collaboration with the Boonwurrung Land and Sea Council (BLSC) who provided detailed advice on protecting cultural values and local biodiversity, and on connecting the community to Boonwurrung Country.

For engagement with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation (WWWCHAC) Council partnered with Stonnington City Council to commission First Nations Peoples engagement experts at Alluvium Consulting. This approach has enabled reduced time, cost and staff capacity commitments that First Nations Peoples are required to make when engaging with multiple levels of government. This partnership has proven to be a successful and replicable model, with representatives from multiple WWWCHAC business units providing detailed input on how Council can act on climate change and fulfil our commitments to care for Country.

Bunurong Land Council Aboriginal Corporation (BLCAC) has provided input directly to Council staff. This included a proposal to conduct cultural mapping on Bunurong Country in Glen Eira, and to work in partnership with Council's Parks Services department to implement Traditional land management techniques in targeted locations identified as having high cultural value.

The input from the three First Nations organisations has been captured in the following five actions, under Goal One: Prioritise the Inclusion of First Peoples in Biodiversity Management. Actions 1.1 and 1.2 commit Council to working on an ongoing basis with First Peoples to Care for Country, while Actions 1.3, 1.4 and 1.5 incorporate our upcoming partnership with BLCAC:

- 1.1. engage First Peoples during the development and implementation of biodiversity plans and actions;

- 1.2. conduct on-ground biodiversity management in partnership with First Peoples;
- 1.3. partner with Bunurong Land Council Aboriginal Corporation (BLCAC) to map areas of cultural significance in Glen Eira, including identifying potential song lines;
- 1.4. partner with BLCAC to utilise traditional land management techniques in locations with high cultural value; and
- 1.5. utilise Council networks to promote partnerships with Traditional Owners and the use of Traditional land management techniques.

### **CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

The development of the biodiversity strategy is a key action in *Our Climate Emergency Response Strategy 2021-2025 | Dhumbali Wurrungi-biik Parbin-ata*.

### **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

All current projects are funded within Council budget. Future actions proposed in Council's Biodiversity Strategy will be subject to Council's annual budget considerations.

### **POLICY AND LEGISLATIVE IMPLICATIONS**

Currently, the State Government is working on the delivery of Protecting Victoria's Environment – Biodiversity 2037. The implementation began in 2017 and has seen the development of new legislation, policy and investment in programs and grants.

The refresh of the climate strategy demonstrates a commitment to meet the overarching governance principle in section 9(2)(c) of the Local Government 2020 Act:

‘the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted’.

### **COMMUNICATION AND ENGAGEMENT**

Council undertook two phases of community engagement. The first phase was conducted between September 2023 and December 2023, to inform the initial development of the Plan. The engagement occurred in a variety of ways, including in person activities and events as well as an online survey and vision activity, resulting in 111 community survey responses and six vision activity responses. This engagement revealed a high community interest in protecting biodiversity, with 90 per cent of respondents strongly agreeing that biodiversity is very important to them and 74 per cent strongly agreeing that they want more information on local biodiversity and how to protect it. Key issues raised by respondents included the protection of native birds, the importance of planting indigenous plants and the impact of development and urbanisation.

The second phase of community engagement was conducted between December 2024 and May 2025, with targeted engagement of external stakeholders to further inform the development of the Plan followed by the exhibition of the draft Plan from 30 April to 18 May 2025. This round of engagement generated 37 survey responses along with eight email submissions. Key themes identified from this round of engagement included:

- positive feedback on the Plan, its focus on community education and its initiatives;
- the importance of planting more indigenous trees and other plants, including on streets and nature strips;
- the need for more biodiversity data, the setting of measurable targets and delivering major actions or projects; and
- protecting our waterways and adding more water features in our landscape.



In addition to the broader feedback provided by our community several residents and community organisations proposed specific amendments to the Plan or additional actions that Council should take. For information on action that Council is taking in response to this input see 'Amendments to the draft Plan' above.

### **LINK TO COUNCIL PLAN**

Strategic Direction 4: A green and sustainable community. Our actions and priorities aim to protect our community from the worst impacts of climate change.

### **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 Glen Eira Biodiversity Plan 2025-2029 sets out a new strategic approach to biodiversity management for the municipality, while addressing the growing challenges of the climate emergency and urbanisation. Built and informed by the diverse Glen Eira Community, it also affirms our commitment to reconciliation with First Nations' Peoples.

Through adoption of the Plan, Council will also ensure measurable targets based on best practice science, building a strong knowledge and data base and support strong community partnership and community-led initiatives.

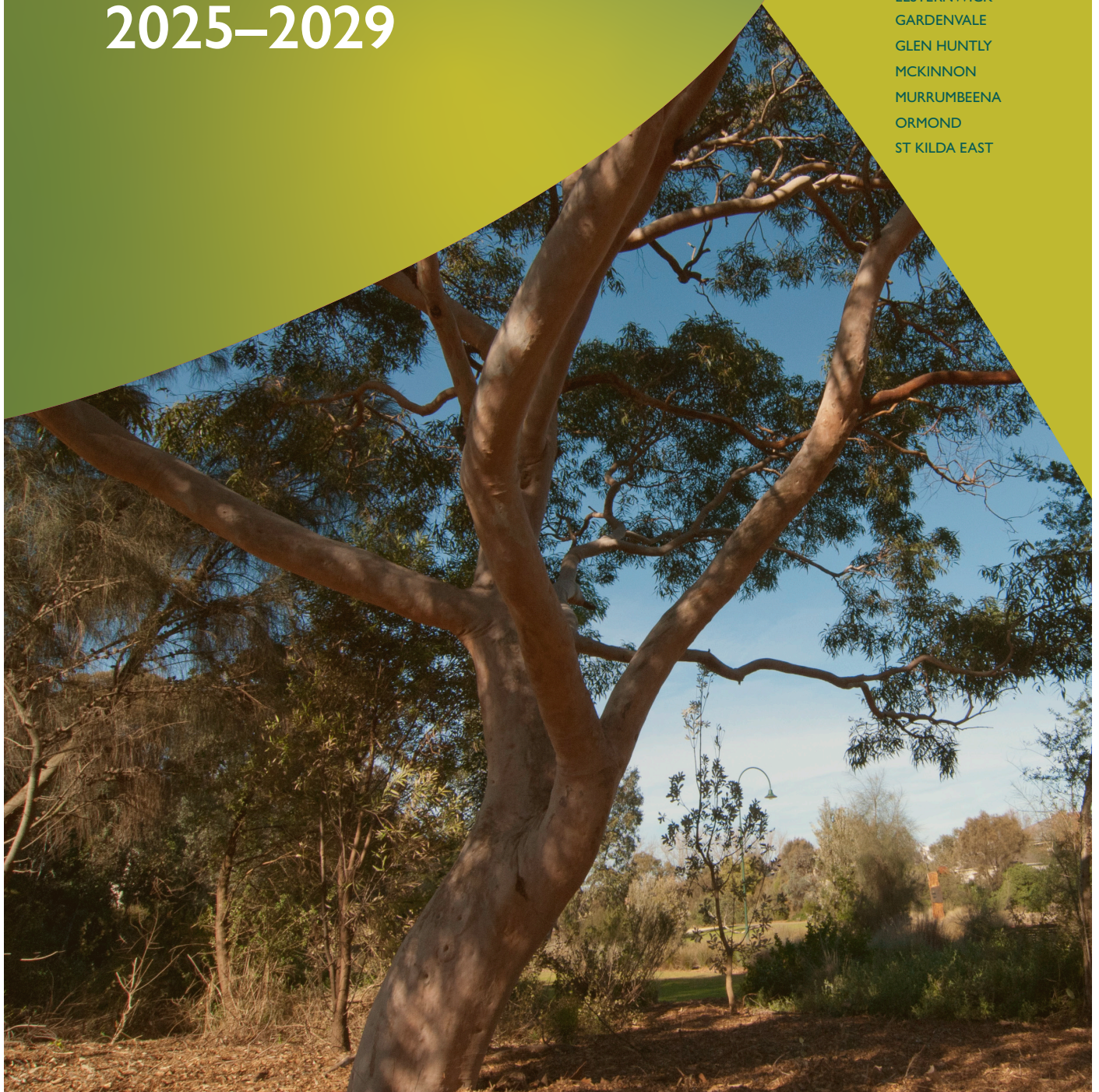


GLEN EIRA  
CITY COUNCIL

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

# Glen Eira City Council

## Draft Biodiversity Plan 2025–2029







## 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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THE *GLEN EIRA CITY COUNCIL BIODIVERSITY PLAN 2025–2029* WAS ENDORSED BY  
GLEN EIRA CITY COUNCIL AT ITS ORDINARY COUNCIL MEETING ON XX JUNE 2025.

COVER IMAGE: MALLANBOOL RESERVE, MURRUMBEENA.

## MESSAGE FROM THE MAYOR



When we talk about what makes Glen Eira such a great place to live, it's not just the houses, roads and footpaths — it's the leafy streets, the sound of birds in our parks, the plants in our gardens, and the connection we feel to the natural world around us.

Through *Our Place, Our Plan*, you told us that protecting local biodiversity matters. You want our green spaces to thrive, our local species to be looked after, and more opportunities to connect with nature — not just for today, but for the future.

This *Biodiversity Plan* is Council's response to that. It's our first one, and it sets out the practical steps we'll take to help Glen Eira's natural environment not only survive, but flourish. We're planting more local species, supporting community gardens, and creating spaces where birds, insects, and wildlife can call home. Just as importantly, we're supporting our community — schools, families, volunteers and local groups — to get involved and take action.

The *Plan* also reflects our ongoing commitment to working with Traditional Owners, whose knowledge and care for Country continue to guide our understanding of the land we live on.

Finally, I'd like to thank everyone who has contributed to the development of this *Plan*. This is a shared journey. Every new tree planted, every bit of litter picked up, every native garden created — it all adds up. Together, we can make Glen Eira greener, healthier and more liveable for everyone.

Cr Simone Zmood

**Glen Eira Mayor**

## FOREWORD FROM THE CHIEF EXECUTIVE OFFICER



Our first *Biodiversity Plan* is a big step forward for Glen Eira — and one we're proud to share with our community. It brings together years of feedback, research and local knowledge into a clear and practical plan for how we'll care for our environment over the next four years.

We know biodiversity loss is a growing global issue — and while Glen Eira is an urban area, we still have a vital role to play. Our local plants, animals and ecosystems are under pressure from climate change, development and pollution. But with the right action, we can protect what's left, restore what we've lost, and support a more resilient and connected environment.

This *Plan* lays out the actions Council will take — from improving habitat in our parks and reserves, to planting more trees, and supporting threatened species that rely on our open spaces. We'll also be working with our community through events, workshops and citizen science programs — making it easier for everyone to get involved and make a difference.

Importantly, we'll continue to build strong partnerships — with Traditional Owners, local schools, residents and regional councils — because biodiversity doesn't stop with Council.

The *Biodiversity Plan* reflects who we are as a community — informed, connected, and committed to creating a more sustainable and liveable City. I look forward to seeing the positive impact this work will have across Glen Eira — now and into the future.

Rebecca McKenzie

**Chief Executive Officer**

## PURPOSE OF THIS PLAN

Our world is changing. It is now widely accepted that the loss of biodiversity is one of the greatest challenges to maintaining human health and community wellbeing.

Australia is known for its iconic native plant and animal species, many of which can be found nowhere else in the world. However, a large number of these species are in decline, from a range of threats that include climate change, habitat loss, introduced species and many others. Glen Eira is no exception, as extensive development and urbanisation over the last two centuries have eliminated much of the natural habitat that our native species rely on.

However, despite these impacts Glen Eira retains significant biodiversity values. Our municipality is home to at least 139 species of vertebrates (animals with a backbone), over 150 species of plant and an unknown number of invertebrates. These include the critically endangered swift parrot, Murray River turtle, intermediate egret and Studley Park gum, and the nationally endangered gang gang cockatoo. Another 64 threatened species live in our neighbouring municipalities, which can benefit from the creation and restoration of habitat in Glen Eira.

The *Biodiversity Plan* sets out a series of actions to be undertaken by Council over the next four years, to preserve Glen Eira's local biodiversity, enhance its capacity to adapt to a changing climate and contribute to the broader biodiversity values of our region.

The *Plan* will also build on our ongoing partnerships with Traditional Owners to inform our actions and support their goals of Caring for Country, and our collaboration with the diverse community of Glen Eira to foster a deeper connection between communities and people.

The framework for the plan has been informed by the expectations and aspirations of our community, and through engagement with First Nations, external experts and Council officers.

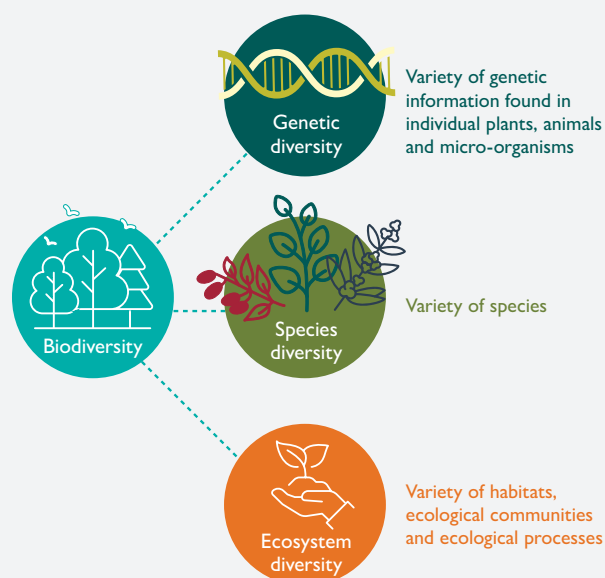


Figure 1: levels of biodiversity



### Why is it important to protect biodiversity?

Each ecosystem has a unique mix of biodiversity which keeps it in balance and able to support life, including humans.

Biodiversity is a crucial component of delivering 'ecosystem services' that are vital for our environment, health and wellbeing. These ecosystem services are often impossible to replace and deliver benefits that are crucial for sustaining life on Earth. These include — but are not limited to:

- > keeping air and water clean
- > keeping soils fertile and suitable for growing food
- > pollinating crops
- > storing vast amounts of carbon
- > providing resilience to insect pests, erosion, storms, and extreme heat
- > maintaining cultural heritage and connection to Country
- > providing recreation and enjoyment for the community
- > supporting community wellbeing by helping people connect to nature.



**Figure 2:** pre-1750 Ecological Vegetation Classes showing main vegetation class as Grassy Woodland (orange) supported by areas of Heathy Woodlands (red) from NatureKit Victoria.



### Biodiversity in Glen Eira — what are we protecting?

Glen Eira is the land of the Wurundjeri Woi Wurrung, Bunurong and Boonwurrung peoples of the Eastern Kulin Nation. Pre-colonisation this land was mostly covered in a dense grassy, flat woodland dominated by River Red-gum (known as Grassy Woodland). Along waterways like Elster Creek were low-lying areas of clay, silt and sand with Swamp Gum and thickets of Swamp Paperbark (known as Swamp Scrub). On low rises of sand and gravel, Coast Manna-gum was found with a dense shrubby understorey (known as Heathy Woodland). This is typical of the Sandbelt region of Southeastern Melbourne.

When this land was colonised by the British, most of these ecosystems were heavily modified. However not all of them have been lost, and Glen Eira retains significant biodiversity, including over 290 species of plants and animals and several individual specimens with high biodiversity value. A significant eucalypt in Brighton Cemetery (Figure 3) for example, stands as a reminder of the major changes the land has undergone. The tree has provisionally been identified as a

critically endangered Studley Park Gum. Additional research is required to confirm this identification. Regardless, the tree is a magnificent specimen tree and an important part of Glen Eira's natural heritage, as it may pre-date colonisation.

An analysis of species records in Glen Eira has identified eight hotspots where there is a high concentration of biodiversity values (Figure 4). To be classed as a hotspot:

- > A site must have substantially more indigenous plants and animals than other areas in Glen Eira.
- > The organisms must be self-sustaining and be able to fulfil natural ecological functions (in other words, while it is possible to create a hotspot by transplanting significant species, there must be enough of these endangered plants or animals to form a self-sustaining community).
- > For native wildlife, a site has to provide habitat that isn't readily available outside the hotspots and there should be some evidence (or at least the potential) for it to provide habitat for animals that aren't already well adapted to urban environments such as Magpies or Common Brushtail Possums.



Figure 3: Significant eucalypt at Brighton Cemetery.

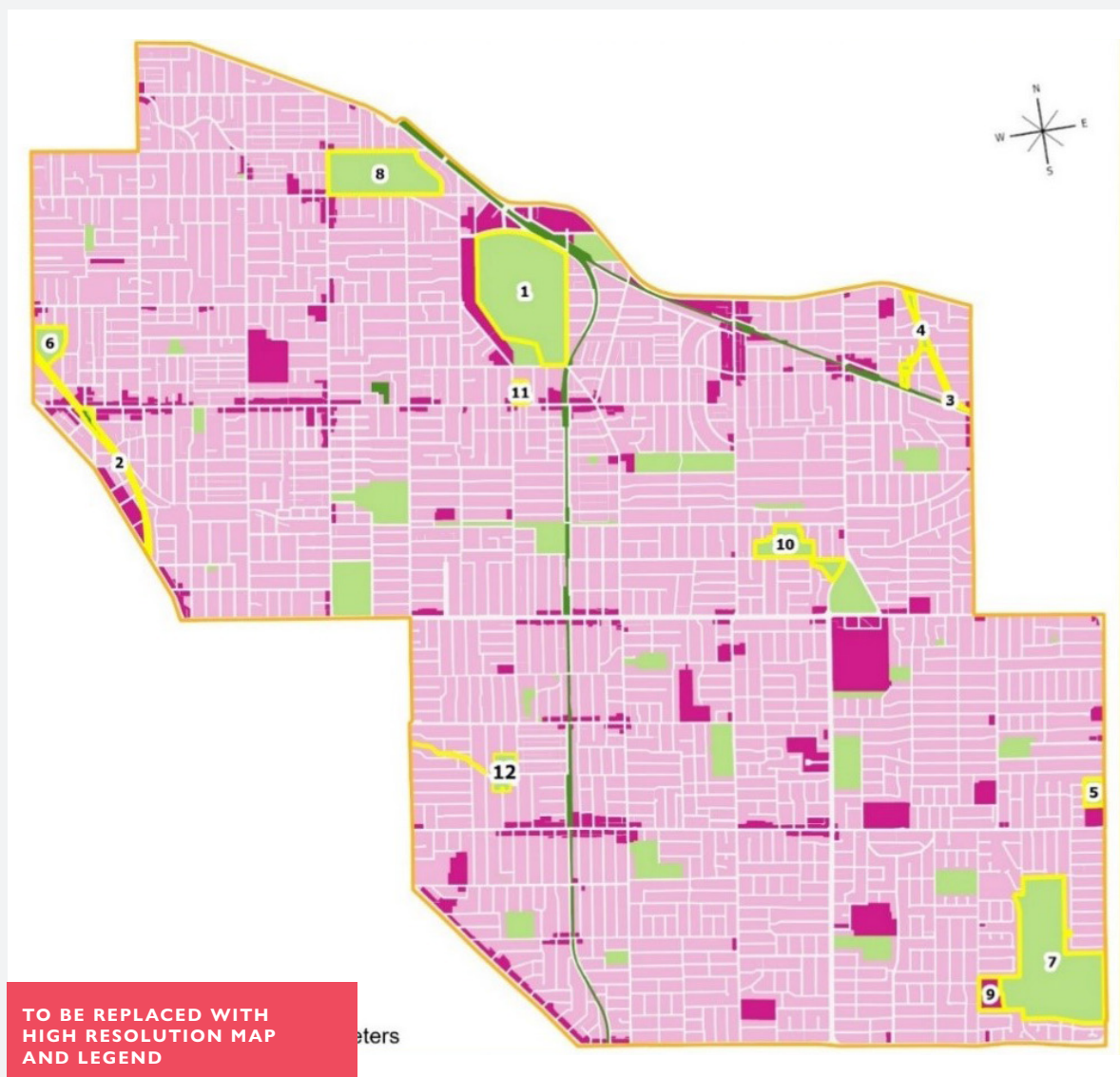
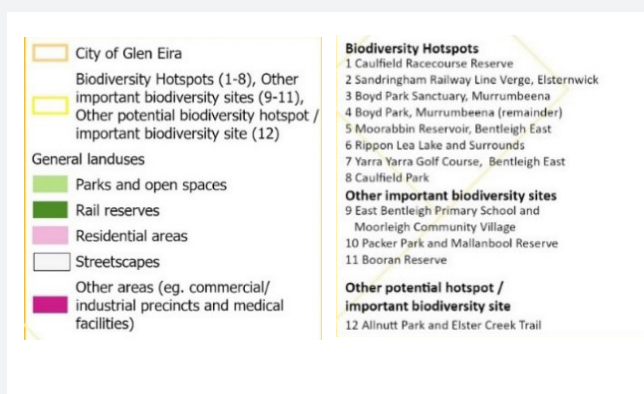


Figure 4: Sites of high biodiversity in Glen Eira.



## Biodiversity hotspots in Glen Eira

### 1. Caulfield Racecourse Reserve

This site is highly biodiverse for Glen Eira. The reserve comprises two central lakes and their surroundings, which support locally rare, indigenous wetland plants and waterbirds — many of them unique in Glen Eira. There are six Coast Manna-gums (now rare in Glen Eira) around the stables southeast of the racetrack. Scattered grain from horse feed supports many other birds, which in turn provide prey for raptors. The vegetation in and around the southern lake is a close reproduction of a natural wetland. The northern lake is less naturalistic because of the species and cultivars planted there and the steep banks around much of the circumference.

Landowner: Crown Land, managed by the Caulfield Racecourse Reserve Trust



### 2. Sandringham railway line verge, Elsternwick

This site comprises segments of the railway corridor between Hotham Street and Riddell Parade, with a gap from the Glen Huntly Road bridge to Stanley Street (around Elsternwick station). It is one of the top three sites in Glen Eira for wild indigenous plant species. To support wild plant populations and recreate habitat, there has been extensive planting of indigenous species. It provides habitat for skinks and Spotted Pardalotes that are very scarce elsewhere in Glen Eira.

Landowner: Vic Track



### 3. Boyd Park Sanctuary, Murrumbeena

At the southern end of Boyd Park is a fenced off sanctuary with more remnant plants than the rest of the park. It has been cleared more than once in the past, yet species from pre-colonisation remain. Indigenous species of shrubs, trees and groundcovers have been replanted over many years to support the wild plant populations in providing wildlife habitat and a wildflower display in spring. Significant species include River Red-gums, Yellow-tailed Black-cockatoos, Tawny Frogmouths and Brown Thornbills.

Landowner: Glen Eira City Council





#### 4. Boyd Park, Murrumbeena (excluding the sanctuary)

Boyd Park is a typical urban park with lawns and gardens, largely modified since colonisation. However, it has several significant species including old River Red-gums (one estimated to be a century old), a colony of Trim Greenhoods, and small numbers of indigenous plants that have survived clearing and since recolonised. To support remnant indigenous plants, there has been extensive replanting of indigenous species in mulched garden beds in recent years. The tree canopy in Boyd Park is considered important native habitat for birds that are uncommon in most of Glen Eira, including the critically endangered migratory Swift Parrot.

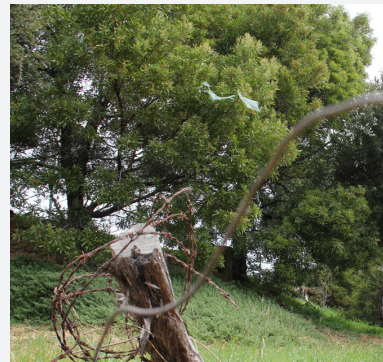
Landowner: Glen Eira City Council



#### 5. Moorabbin Reservoir

Despite extensive landscape modification, the Moorabbin Reservoir has a substantially greater diversity of wild, indigenous flora, that are thriving better than anywhere else in Glen Eira. During the reservoir's construction, almost all pre-existing vegetation was destroyed and the grounds were planted with a mix of introduced pines, Australian native trees and shrubs. In recent years, planting has focused on largely indigenous species. Despite the alterations to the land and its vegetation, a remarkable number of indigenous plant species have recolonised, dominating the understorey. The site is the only known occurrences in Glen Eira of Sandhill Sword-sedge, owing to a windblown dune that was present pre-colonisation.

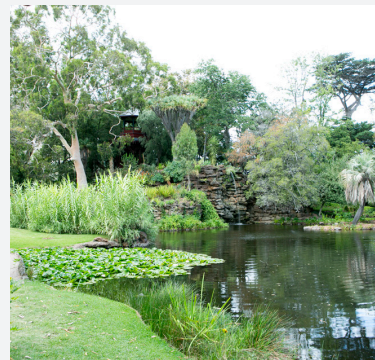
Landowner: Southeast Water



## 6. Rippon Lea Estate lake and surrounds

Rippon Lea Estate comprises 14 acres of garden that have many important habitat features: a large lake fringed by rushes and lawn, an expansive canopy that includes Australian tree species, dense shrub cover, connection to an existing wildlife corridor (along the verge of the Sandringham railway line), and complimentary habitats nearby at Elsternwick Golf Course, Yalukit Willam Nature Reserve and Elsternwick Park. The lake provides habitat for the Southern Shortfin Eel which come all the way from the Coral Sea (Queensland). The eels once navigated from Port Phillip Bay to the lake using natural creeks and streams — now they use underwater drains and pipes. Duckweed and tiny duckweed grow in the lake, which is uncommon in metropolitan Melbourne. This brings in waterbirds — at times, hundreds of them. The Eastern Spinebill and the native Blue-banded Bee can be found in the surrounding vegetation.

Landowner: National Trust of Australia — Victoria



## 7. Yarra Yarra Golf Course

Available data suggests the Yarra Yarra Golf Course has the most diverse birdlife in Glen Eira. Its diverse habitats attract many different groups of birds. The lake attracts waterbirds; tree cover and dense shrubbery attract forest and woodland birds; reseeding of the lawn attracts seedeaters; and the open areas of the landscape attract raptors. The close proximity to Karkarook Park and several other golf courses allows many bird species to fulfil their habitat needs by moving between these sites. Significant species include the vulnerable Hardhead Duck, the Nankeen Night-heron and the critically endangered migratory Swift Parrot.

Landowner: Private property

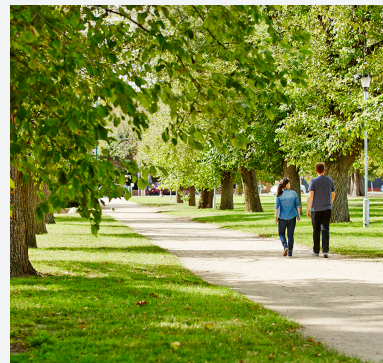
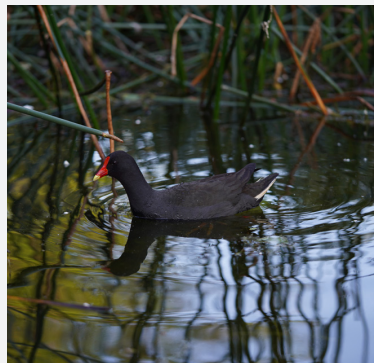
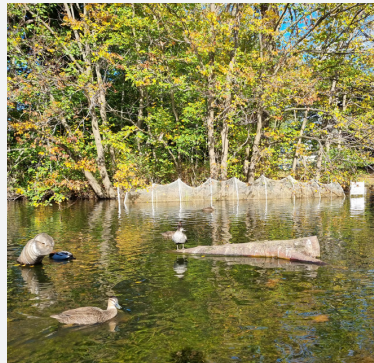




## 8. Caulfield Park

Caulfield Park is a large park with a lake and a diverse range of planted trees from around the world. There are no remnants of pre-colonisation vegetation. The trees provide habitat for common urban wildlife, such as possums and magpies. The large eucalypts distributed widely around the park provide food for insects and certain indigenous birds, particularly parrots and honeyeaters. A few trees contain hollows that provide nest sites for parrots like Sulphur-crested Cockatoos and roost sites for native microbats. These habitats are improving as the eucalypts age. An aviary garden includes some indigenous plant species in a setting that may occasionally attract indigenous birds, such as Brown Thornbills, that are otherwise scarce in the park. The lake is also a significant habitat for waterbirds, like Nankeen Night-herons, Little Black Cormorants and Australasian Grebes. Some of these birds are attracted by food spread by park visitors which poses a health risk to birds and contributes to nutrient pollution in the lake.

Landowner: Glen Eira City Council



### What role does the Glen Eira community play in protecting biodiversity?

While many of our current biodiversity hotspots are on public land, the species that utilise these parks and reserves are dependent on surrounding areas for food, shelter and resources, and as corridors they can use to travel between larger blocks of habitat. Even a small block of land can provide a crucial stepping stone for these native species, which can involve anything from planting indigenous plants to building a frog pond or installing a ‘hotel’ for native bees.

This is especially important because our native species don’t recognise the borders of Glen Eira. In many cases the birds and other animals that utilise these hotspots and smaller sites will on their way to or from hotspots in other local government areas (see Figure 5).

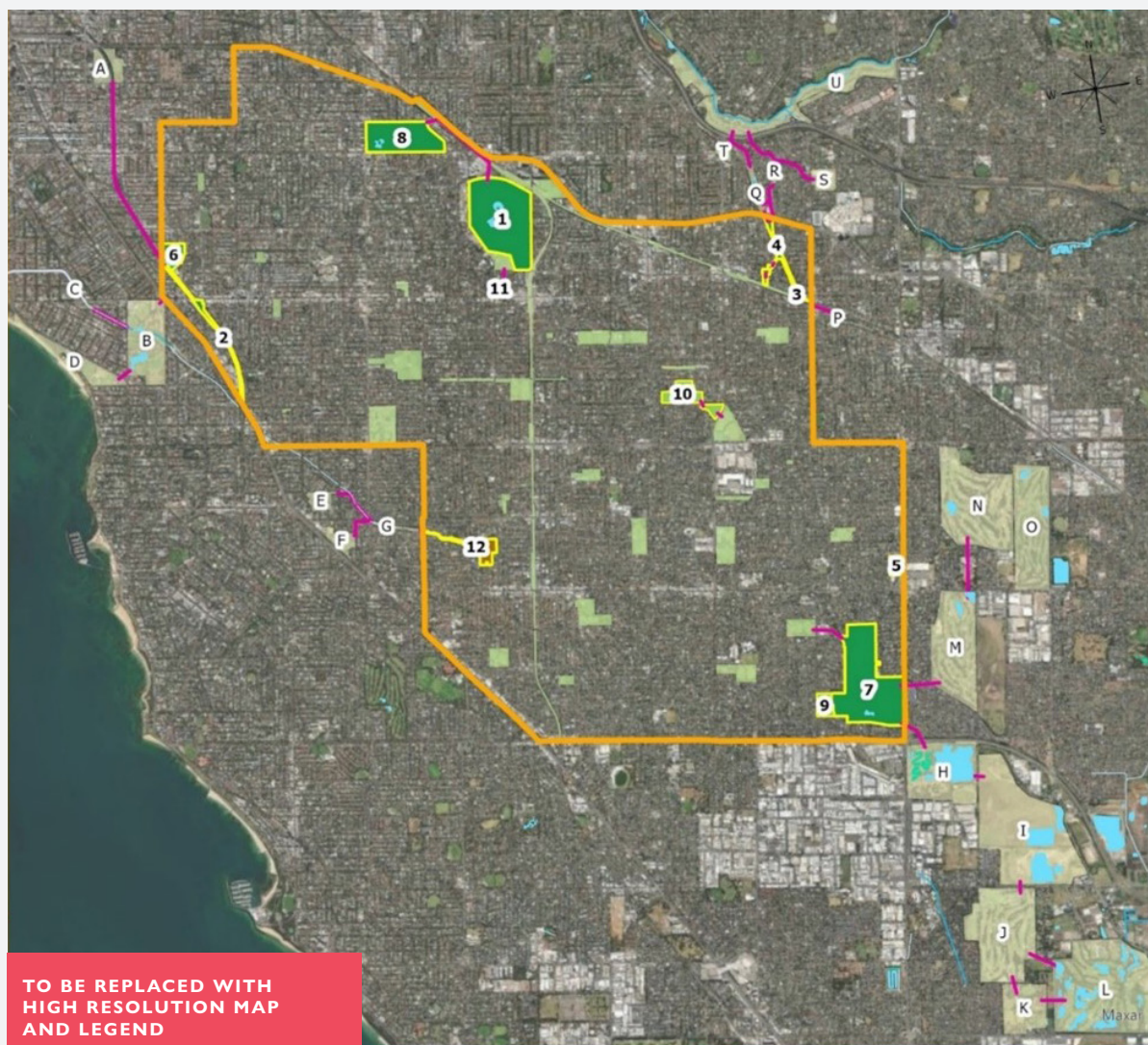
Between September and December 2023, Glen Eira City Council engaged with the community to learn what biodiversity means to them, and source their input and feedback on actions that can be taken to protect it. Of those surveyed, 90 per cent of respondents strongly agreed that protecting and promoting biodiversity in Glen Eira is important to them and provided a range of suggestions for how Council and the community to work together. These suggestions included:

- > Supporting the planting of native vegetation on private and public land, including the transformation of nature strips and other grassy areas with indigenous ground covers and understory vegetation, and participation in community and school plantings.
- > Increasing awareness of biodiversity and cultural values through working with Traditional Owners, biodiversity education and training, and working with our community to collect vital biodiversity data through citizen science programs.
- > Informing people how they can support native species around their homes through actions such as providing clean water sources for birds, improving waste management and avoiding the use of harmful pesticides, herbicides and other chemicals.
- > Supporting residents to reduce the risks posed by non-native species by informing them how to take steps such as creating cat enclosures on their properties and undergoing responsible pet ownership training aimed at protecting local wildlife.

Working in partnership with our community to improve understanding of the value of biodiversity is important. Our diverse community has a critical role to play in terms of on ground action, increasing awareness and supporting local initiatives.







**Figure 5:** Sites of high biodiversity in the region (outside of Glen Eira)





## KEY CHALLENGES AND OPPORTUNITIES BEING ADDRESSED

The biodiversity of Glen Eira faces many challenges. The most significant of these are:

### Climate change

The changes in our local and regional climate lead to a complex range of threats to our local biodiversity and challenge us in our efforts to protect it.

The most direct impact of climate change on our biodiversity values will come from rising temperatures and changes in rainfall, which are already occurring across southeastern Australia, place additional stress on plants and animals that are naturally adapted to a cooler and less variable climate.

These changes also impact the timing of natural cycles such as the flowering of plants, emergence of pollinator insects, and the migration of local bird species, often in ways that are unpredictable or move these natural cycles out of sync with one another. For example: the warming climate is causing many native bird species to start nesting earlier and is also affecting the dates when the native plant species they rely on lower and set seed. But there is no guarantee that the new dates will line up in the same way as they do now (or in a way that will enable the birds to continue to use the plants when they need to).

Other potential impacts of climate change on our biodiversity, some of which are already taking place, include:

- > loss of groundwater-dependent and fire/drought-sensitive habitats
- > tree canopy dieback from increased heatwaves and drought
- > shifts and/or reductions in the range of species
- > changes in animal behaviour, such as shade-seeking, wing fanning, burrowing, forming clusters or altering nest structure

- > reduced breeding opportunities for wetland birds
- > shifts in sex percentages in population in reptiles caused by temperatures affecting sex selection
- > mass death events or population crashes. These have already been observed in other locations in Greater Melbourne, such as the mass deaths of grey-headed flying-foxes during heatwaves.

### Modification of habitat due to urbanisation and redevelopment

Almost two-thirds of Glen Eira is covered by private homes and gardens, and a further fifth is covered by streetscapes. As land is urbanised, it naturally reduces the available habitat for various plants and animals and forces them to move elsewhere.

In addition all flowing water in Glen Eira has been placed underground. Despite this modification the waterways retain their cultural value. They are also key to the protection of biodiversity as they are connected to wider catchments. For example litter and other pollutants that wash into Glen Eira's storm water system will be transported downstream to other ecosystems outside of Glen Eira with high biodiversity value, such as Port Phillip Bay.

### Habitat fragmentation and isolation

Many of Glen Eira's biodiversity hotspots and other important biodiversity areas are broken up into isolated patches. Across Glen Eira, available habitats have minimal connections to each other and are often disrupted by obstacles like highways, roads, fences, or other developments. This habitat fragmentation isolates wildlife, preventing native animals from traveling long distances between ecosystems. The presence of such barriers, along with the lack of corridors and connecting habitats, limits

Glen Eira's biodiversity from exchanging species and genetic material with neighbouring councils. Similarly, fragmentation by roads also puts wildlife at risk of car strike.

### **Pest species**

There are at least 22 declared noxious weed and pest animal species in Glen Eira, and many more weeds and introduced animals have been recorded. Common weeds include Drooping Prickly-pear, Agapanthus, Pampas, Lily-of-the-Valley and Lantana. Animals like the common Myna and Red fox threaten local species, as do indigenous species such as noisy miners which are well-adapted to urban areas and outcompete other small bird species.

### **Domestic pets**

While they are indispensable companions for people, pets can also affect native wildlife. Outdoor cats contribute to small vertebrate animal deaths, particularly around residential gardens at night. Dogs that are off leash in public parks can often access fragile habitats such as lakes and planted garden beds, disturbing the sensitive fauna and flora within.

### **Inappropriate land management practices**

The destruction of native vegetation can occur during construction and development, through damage or outright removal of trees or work that encroaches onto habitat.

Other actions that negatively affect local species include:

- > over spraying of pesticides
- > mulching over sensitive ground flora
- > other actions that contribute to the pollution of land and waterways and accumulate in food chain and poisoned the prey species.

For example, use of Second-Generation Anticoagulant Rodenticides (SGARs) commonly used to kill the rats and mice which are responsible for killing of owls and raptors.

### **Complex interactions between these threats and challenges**

In addition to their individual impacts, these threats often interact in complex ways that add to the challenge of protecting our local biodiversity.

Issues posed by development and urbanisation also impact Glen Eira's canopy cover and are a key driver behind the ongoing risk to loss in our canopy cover. In addition to providing critical habitat, large canopy trees are a vital source of shade that protects our community and ecosystems from increasing heat. As a result of this urban heat island effect, Glen Eira is already predominantly eight to 12 degrees hotter than surrounding non-urban areas, a figure which is likely to continue to increase as canopy cover is lost — at the same time as our community and ecosystems are under increasing heat stress due to climate change.

The best way to counter the urban heat island effect will be to plant a mixture of exotic and native trees based on the environmental elements of individual planting sites. By doing this it ensures that the trees that are planted will provide maximum canopy and shade during the hottest months of the year.

Balancing these competing needs will require ongoing research, to ensure that locations with the highest heat risk receive as much shade as possible while those with the greatest biodiversity value are planted with locally sourced native vegetation.

## LEGISLATION

### ***Environmental Protection and Biodiversity Conservation***

**Act 1999:** This Act provides a legal framework to protect and manage unique plants, animals, habitats and places, including creating and updating lists of nationally threatened species, listed ecological communities and significant migratory species.

For more information on the Act visit [www.legislation.gov.au/C2004A00485/latest/versions](http://www.legislation.gov.au/C2004A00485/latest/versions)

To view approved lists under the Act visit: [www.dcccew.gov.au/environment/epbc/our-role/approved-lists](http://www.dcccew.gov.au/environment/epbc/our-role/approved-lists)

**Flora and Fauna Guarantee Act 1988:** This Act was introduced “to guarantee that all taxa of Victoria’s flora and fauna, other than taxa specified in the Excluded List, can persist and improve in the wild and retain their capacity to adapt to environmental change.”

For more information visit [www.legislation.vic.gov.au/in-force/acts/flora-and-fauna-guarantee-act-1988/048](http://www.legislation.vic.gov.au/in-force/acts/flora-and-fauna-guarantee-act-1988/048)

**Local Government Act 2020:** This Act requires councils to follow the *Planning and Environment Act 1987* while performing a function or duty or exercising a power under this Act. The *Local Government Act 2020* also strengthens the mandate for councils to act on climate change, by reinforcing the role of a Council in providing good governance for the benefit and wellbeing of its community. “Councils are required to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.”

For more details visit [www.legislation.vic.gov.au/as-made/acts/local-government-act-2020](http://www.legislation.vic.gov.au/as-made/acts/local-government-act-2020)

**Planning and Environment Act 1987:** This Act establishes objectives for planning in Victoria that are relevant to biodiversity, sustainable land use and development, the protection of biodiversity and natural resources and the maintenance of ecological processes.

For more details visit [www.legislation.vic.gov.au/in-force/acts/planning-and-environment-act-1987/156](http://www.legislation.vic.gov.au/in-force/acts/planning-and-environment-act-1987/156)

**Wildlife Act 1975:** This Act and its associated regulations provide a framework for the control, possession, display, breeding, trade and interaction with wildlife, and the rescue and rehabilitation of wildlife by authorised volunteers, wildlife shelters and foster carers. The *Wildlife Regulations 2013* include an offence to damage, disturb or destroy wildlife habitat.

For more details visit [www.legislation.vic.gov.au/in-force/acts/wildlife-act-1975/130](http://www.legislation.vic.gov.au/in-force/acts/wildlife-act-1975/130)

A photograph of two lorikeets perched on a weathered tree stump. The bird in the foreground is in sharp focus, showing its vibrant green body, blue head, and a prominent red patch on its cheek. The second bird is in the background, slightly out of focus. A dark green, semi-circular graphic overlay is positioned on the right side of the image, containing the title text.

## **APPENDIX 1: ANNUAL ACTION PLAN 2025–2029**



## APPENDIX 1: ANNUAL ACTION PLAN 2025–2029

### GOAL 1: PRIORITISE THE INCLUSION OF FIRST PEOPLES IN BIODIVERSITY MANAGEMENT

ACTION	MEASURE	2025–26	2026–27	2027–28	2028–29
1.1 Engage First Peoples early and continually during the development and implementation of biodiversity plans and actions	<ul style="list-style-type: none"> <li>&gt; First Nations engaged in the development of management plans and actions</li> <li>&gt; Regular meetings and collaboration with First Nations organisations</li> </ul>	✓	✓	✓	✓
1.2 Conduct on-ground biodiversity management in partnership with First Peoples	<ul style="list-style-type: none"> <li>&gt; Involvement of Traditional Owners and First Nations organisations in the delivery of biodiversity management actions</li> </ul>	✓	✓	✓	✓
1.3 Partner with Bunurong Land Council Aboriginal Corporation to map areas of cultural significance in Glen Eira, including identifying potential song lines	<ul style="list-style-type: none"> <li>&gt; Cultural mapping undertaken by Bunurong Land Council Aboriginal Corporation</li> </ul>		✓	✓	✓
1.4 Partner with Bunurong Land Council Aboriginal Corporation to utilise traditional land management techniques in locations with high cultural value	<ul style="list-style-type: none"> <li>&gt; Training of Council staff in Traditional land management</li> <li>&gt; Two locations are prepared as Cultural Gardens, where Council partners with BLCAC to utilise traditional land management techniques intensively on a small scale to support cultural values</li> </ul>			✓	✓
1.5 Utilise Council networks to promote partnerships with Traditional Owners and the use of Traditional land management techniques.	<ul style="list-style-type: none"> <li>&gt; Other councils or land owners engaged to explore the use of traditional land management to support regional biodiversity</li> </ul>	✓	✓	✓	✓

## GLEN EIRA CITY COUNCIL BIODIVERSITY PLAN 2025–2029

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## GOAL 2: IMPROVE OUR UNDERSTANDING OF GLEN EIRA'S BIODIVERSITY

ACTION		MEASURE	2025–26	2026–27	2027–28	2028–29
2.1	Conduct surveys of flora, fauna and other significant organisms (e.g. fungi) to improve our knowledge of Glen Eira's biodiversity	<ul style="list-style-type: none"> <li>&gt; Biodiversity surveys conducted</li> <li>&gt; Data on biodiversity values (e.g. lists of threatened species) is updated using survey results</li> </ul>	✓	✓	✓	✓
2.2	Involve our community in biodiversity research and data collection, through citizen science programs	<ul style="list-style-type: none"> <li>&gt; Citizen science programs identified and promoted</li> <li>&gt; Data collected by citizen scientists is informing biodiversity management.</li> </ul>	✓	✓	✓	✓
2.3	Identify locations within Glen Eira where actions will have the maximum impact on local and regional biodiversity	<ul style="list-style-type: none"> <li>&gt; Improved knowledge of biodiversity 'hotspots'</li> <li>&gt; Identification of biodiversity corridors where biodiversity actions can support species to move across the landscape, by providing food, habitat or shelter</li> </ul>	✓	✓		
2.4	Identify flagship species with high biodiversity value which are currently rare or absent in Glen Eira, but can be attracted through effective biodiversity actions	<ul style="list-style-type: none"> <li>&gt; Flagship species identified</li> <li>&gt; Biodiversity monitoring includes highlighting target species</li> </ul>	✓	✓		
2.5	Assess the impacts of artificial light at night (ALAN) on wildlife within and around biodiversity hotspots, other important biodiversity sites and key habitat areas	<ul style="list-style-type: none"> <li>&gt; Assessment conducted of the impacts of lighting on indigenous wildlife</li> </ul>	✓	✓		

**GOAL 2: IMPROVE OUR UNDERSTANDING OF GLEN EIRA'S BIODIVERSITY (CONTINUED)**

ACTION	MEASURE	2025–26	2026–27	2027–28	2028–29
<b>2.6 Investigate the impacts of climate change on Glen Eira's biodiversity, and actions that can be taken in response</b>	> Research conducted into climate impacts, including: <ul style="list-style-type: none"> <li>• Identification of high value species and other biodiversity values that are vulnerable to climate change</li> <li>• Recommended plant species with a high climate resilience, which can support local biodiversity into the future</li> <li>• Assessment of actions that can be taken in Glen Eira to address regional climate impacts on biodiversity (e.g. protecting habitats that can act as climate refugia)</li> </ul>	✓	✓		
<b>2.7 Improve Council's knowledge of the pre-European biodiversity values of Glen Eira to support species reintroduction programs on Council land</b>	> An ecologist is engaged to develop a comprehensive list of plant species that resided in Glen Eira before European settlement in line with identified Ecological Vegetation Classes (EVCs) > An appropriate planting palette is developed to support the reintroduction of indigenous species on public land in Glen Eira	✓	✓		



## GLEN EIRA CITY COUNCIL BIODIVERSITY PLAN 2025–2029

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**GOAL 3: MAINTAIN, IMPROVE AND PROTECT GLEN EIRA'S BIODIVERSITY**

<b>ACTION</b>		<b>MEASURE</b>	<b>2025–26</b>	<b>2026–27</b>	<b>2027–28</b>	<b>2028–29</b>
3.1	Prepare management plans for locations with high biodiversity significance	> Management plans prepared for locations identified as having high significance		✓	✓	✓
3.2	Update Council's planting program to incorporate biodiversity knowledge	> Council's plant selection criteria are updated to incorporate the latest biodiversity knowledge, and resilience to climate change		✓	✓	
3.3	Increase local biodiversity through targeted planting or other environmental works on Council land	> Planting of indigenous plant species > Creation and enhancement of habitat for significant animal species (e.g. through targeted planting or restoration of aquatic habitat)	✓	✓	✓	✓
3.4	Develop a list of recommendations to reduce the impact of introduced plants and animals on our biodiversity	> Identification of pest species > Recommendations developed > Local nurseries engaged to reduce the sale of noxious and environmental weeds > Education programs conducted to raise community awareness of pest plants and animals (see action 4.6)	✓	✓	✓	✓
3.5	Review and amend strategic and statutory planning processes to ensure they effectively protect and promote biodiversity	> Review conducted of planning processes to ensure they protect cultural and natural values > Planning decisions and commitments are effectively enforced, to protect natural and cultural values > Implementation of any changes that are needed to protect these values (e.g. planning scheme amendment, update to local laws)	✓	✓	✓	✓

## GLEN EIRA CITY COUNCIL BIODIVERSITY PLAN 2025–2029

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## GOAL 3: MAINTAIN, IMPROVE AND PROTECT GLEN EIRA'S BIODIVERSITY (CONTINUED)

ACTION		MEASURE	2025–26	2026–27	2027–28	2028–29
3.6	Ensure Council plans, policies and strategies make a positive contribution to biodiversity	> Biodiversity is considered during updates and reviews of all plans and strategies		✓	✓	✓
3.7	Collaborate with other councils, levels of government and our community to promote and protect biodiversity	> Partnerships and joint biodiversity initiatives with councils, Victorian and Australian Government agencies, non-government organisations and other stakeholders	✓	✓	✓	✓
3.8	Advocate for stronger biodiversity action by other levels of government	> Development of advocacy priorities > Advocacy conducted to other stakeholders and levels of government, to support these values		✓	✓	✓
3.9	Understanding the data, develop measurable targets for biodiversity improvement	> Development of measurable targets			✓	✓
3.10	Address the impact of actions in Glen Eira that have a negative effect on regional biodiversity (e.g. aquatic pollution flowing into Port Phillip Bay)	> Implementation of <i>Integrated Water Management Plan</i>	✓	✓	✓	✓

**GOAL 4: ENGAGE WITH OUR COMMUNITY TO ENHANCE AND PROTECT GLEN EIRA'S BIODIVERSITY**

ACTION		MEASURE	2025–26	2026–27	2027–28	2028–29
4.1	Creatively use the full range of Council communications and engagement channels to educate our community about biodiversity	<ul style="list-style-type: none"> <li>&gt; Incorporate biodiversity articles and messaging into Council's communications</li> <li>&gt; Review and update Council's website to ensure we are communicating effectively about biodiversity</li> <li>&gt; Incorporate biodiversity messaging into signage and other on-ground communication</li> </ul>	✓	✓	✓	✓
4.2	Deliver community engagement programs that generate action to protect and promote biodiversity	<ul style="list-style-type: none"> <li>&gt; Delivery of events and programs for a diverse range of audiences</li> </ul>	✓	✓	✓	✓
4.3	Empower residents to create wildlife-friendly gardens and nature strips	<ul style="list-style-type: none"> <li>&gt; Develop local planting guide, incorporating up to date information on Glen Eira's biodiversity (see actions 2.3, 2.4, 2.6 and 2.7)</li> <li>&gt; Information provided on other actions that can support local wildlife (e.g. frog ponds and bee hotels)</li> </ul>		✓	✓	✓
4.4	Educate our community about the risks and impacts of pest plants and animals, and actions they can take to reduce these	<ul style="list-style-type: none"> <li>&gt; Education programs conducted to raise community awareness of pest plants and animals (see action 3.4)</li> </ul>	✓	✓	✓	✓
4.5	Inform our community of the actions that Council is taking to promote and protect biodiversity	<ul style="list-style-type: none"> <li>&gt; Regular communications and reporting of Council's biodiversity actions</li> </ul>	✓	✓	✓	✓

**GOAL 4: ENGAGE WITH OUR COMMUNITY TO ENHANCE AND PROTECT GLEN EIRA'S BIODIVERSITY (CONTINUED)**

ACTION	MEASURE	2025–26	2026–27	2027–28	2028–29
<b>4.6</b> Ensure that biodiversity planning, delivery and engagement is inclusive of Glen Eira's diverse community	<ul style="list-style-type: none"> <li>&gt; Engagement with diverse sectors of the community (based on gender, culture and other aspects of people's lives) to identify their differing perspectives, needs and barriers to action</li> <li>&gt; Development and delivery of targeted programs in collaboration with individuals and organisations representing diverse sectors of the community</li> <li>&gt; Council's biodiversity programs and services are inclusive of the needs of our community, including building the capacity of staff to engage with and support diverse communities</li> </ul>	✓	✓	✓	✓
<b>4.7</b> Support our community to access funding and other support for biodiversity actions and initiatives	<ul style="list-style-type: none"> <li>&gt; Funding provided to community members and organisations, through Council's <i>Community Grants</i> program</li> <li>&gt; Assist community members, businesses and organisations to access biodiversity related rebates, incentives and programs delivered by other levels of government</li> </ul>	✓	✓	✓	✓
<b>4.8</b> Join or create collaborative programs that support residents to protect and enhance biodiversity	<ul style="list-style-type: none"> <li>&gt; Membership of Gardens for Wildlife</li> <li>&gt; Membership of other collaborative programs that assist residents to support biodiversity (e.g. <i>My Smart Garden</i>)</li> </ul>	✓	✓	✓	✓

## GLEN EIRA CITY COUNCIL BIODIVERSITY PLAN 2025–2029

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**GOAL 4: ENGAGE WITH OUR COMMUNITY TO ENHANCE AND PROTECT GLEN EIRA'S BIODIVERSITY (CONTINUED)**

ACTION		MEASURE	2025–26	2026–27	2027–28	2028–29
4.9	Engage with schools to educate students and the community about biodiversity	> Schools engaged in developing and delivering education to their students and school community	✓	✓	✓	✓
4.10	Increase opportunities for community led initiatives to enhance biodiversity and other environmental outcomes	> <i>Volunteering Framework</i> is extended to support actions within the <i>Biodiversity Plan</i> > Council encourages, promotes and supports local initiatives that align with the objectives of the <i>Biodiversity Plan</i>		✓	✓	✓
4.11	Partner and collaborate with other councils and landholders to encourage biodiversity outcomes on their land, e.g. Caulfield Racecourse, Rippon Lea Estate, Monash University, VicTrack etc.	> Biodiversity actions taken in collaboration with other landholders		✓	✓	✓
4.12	Engage with communities to encourage their connection to their local biodiversity	> Actions or activities that promote conservation in people's own backyards or neighbourhoods > Targeted engagement in areas that are identified as being of high biodiversity significance (see action 2.3)	✓	✓	✓	✓



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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Mail address: PO Box 42  
Caulfield South, 3162

Phone: (03) 9524 3333  
mail@gleneira.vic.gov.au  
www.gleneira.vic.gov.au

### National Relay Service

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

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

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](https://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](https://www.instagram.com/cityofgleneira)

#### LinkedIn:

[www.linkedin.com/company/glen-eira-city-council](https://www.linkedin.com/company/glen-eira-city-council)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](https://www.facebook.com/gleneiraarts)

[www.instagram.com/gleneiraarts](https://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESACOnline](https://www.facebook.com/GESACOnline)

[www.instagram.com/gleneiraleisure](https://www.instagram.com/gleneiraleisure)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](https://www.facebook.com/GlenEiraLibraries)

[www.instagram.com/gleneiralibraries](https://www.instagram.com/gleneiralibraries)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](https://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](https://www.facebook.com/GlenEiraYouthServices)

[www.instagram.com/gleneirayouthservices](https://www.instagram.com/gleneirayouthservices)

**10.7 SIGNIFICANT CHANGES TO THE VICTORIAN PLANNING PROVISIONS - THE NEED FOR BETTER COLLABORATION AND TRANSPARENCY FROM THE VICTORIAN STATE GOVERNMENT**

**Author:** Sue Monagle, Coordinator City Strategy & Place Planning

**Director:** Rosa Zouzoulas, Director Planning and Place

**Trim No:** 25/1191791

**Attachments:** Nil

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**EXECUTIVE SUMMARY**

To address the housing shortage in Victoria, the Victorian State Government recently amended every planning scheme in Victoria to enable more intense housing to be developed in established metropolitan areas well serviced by public transport, jobs and community and shopping facilities.

The amendments known as VC257, VC267 and VC274 aim to boost housing construction by facilitating faster decision-making pathways and introducing a stricter 'deemed to comply' assessment framework for townhouse and low-rise development, effectively providing more certainty for developers.

There is no disputing that Victoria needs more affordable homes, and Glen Eira has a role to play in supporting this, however the State Government needs to do better when it comes to collaboration with local government, and transparency of process when introducing these significant pieces of planning policy.

Over the past year, Council has advocated strongly to the Minister for Planning, her senior advisors, Department of Transport and Planning (DTP) and the Victorian Planning Authority (VPA) and local Members of Parliament (MP) to collaborate and work with Local Government, and we will continue to do so. Officers will also ensure that the community is kept informed and updated on changes to planning policy and the progression of the State Government led Activity Centres Program.

This report provides an overview of the advocacy undertaken to date on the recent changes to the Victorian Planning Provisions affecting Glen Eira and identifies area for continued advocacy.

**RECOMMENDATION**

1. That Council note the amount of advocacy carried out to date;
2. Note that officers will continue to advocate for the best planning outcomes for Glen Eira when liaising with the State Government and its agencies about proposed changes to Planning Policy and legislation affecting Glen Eira;
3. That Council consider including planning reform as part of Council's Annual advocacy priorities; and
4. Note that officers will continue to keep the community informed and updated about changes to planning policy and the progression of the Activity Centres Program.



## BACKGROUND

In recent months, the Victorian State Government gazetted three major statewide planning scheme amendments to support the implementation of the Housing Statement.

- **VC257** – Introduces Housing Choice and Transport Zone (HCTZ) and a new Built Form Overlay (BFO) to support housing growth in and around activity centres, implementing the state led Activity Centres Program.

Amendment VC257 introduces new planning scheme controls in and around Moorabbin Activity Centre and across a small section of the Murrumbeena residential neighbourhood to the southwest of Chadstone Activity Centre. The Activity Centre Program has now been expanded to include Elsternwick, Caulfield, Glen Huntly, Carnegie, Bentleigh, Ormond, Hughesdale and Carnegie.

- **VC267** - Implements new residential development planning assessment provisions to boost housing construction to meet the housing needs of Victorians.

Amendment VC267 introduces new 'deemed to comply' provisions into the assessment of two or more dwellings on a lot and residential buildings up to 3 storeys in a residential zone. (Clause 55)

- **VC274** – Introduces the Precinct Zone (PRZ) at Clause 37.10 to support housing and economic growth in priority precincts across Victoria.

The new 'Precinct Zone' will apply around new SRL stations and at this point in time will not be applied to land in Glen Eira.

All three amendments aim to expediate the planning permit approvals process by providing certainty for developers about how and where they can develop and, in certain circumstances, providing them with broad exemption from third party notice and VCAT review rights. For Council, discretion in the decisions we make has been narrowed significantly, replaced by the new 'deemed to comply' approach.

In the second half of 2025, Council can expect to see more changes made in relation to Clause 54 (assessment of single dwellings on smaller lots) as well as changes to the *Planning and Environment Act 1987* affecting the planning scheme amendment process and infrastructure contributions schemes. We can also expect to see new Infrastructure Contributions Plan (ICP) provisions being applied to 'Declared Activity Centres' allowing a levy to be applied to ensure supporting infrastructure can accompany the growth expected in these centres.

## ISSUES AND DISCUSSION

### Changing Policy and what it means for Glen Eira

#### Activity Centres Program

The State led Activity Centre Program which has informed VC257 will continue to be rolled out this year and next, and Council can expect to see more land rezoned for housing growth in and around another eight activity centres across Glen Eira, being Elsternwick, Caulfield, Glen Huntly, Bentleigh, Ormond, Hughesdale, Murrumbeena and Carnegie. This is in addition to Moorabbin and Chadstone (where the walkable catchment zone extends into Glen Eira) which were both part of the pilot activity centre program and already subject to the new planning scheme controls.

This is extremely disappointing, not because we don't support growth in and around these centres, but because over the past 3 years, Council has allocated significant resources and carried out significant community consultation to develop structure plans and prepare planning amendments for six of these activity centres.

Table 1 below summarises the significant body of work carried out by Council over recent years which is currently awaiting a decision by the Minister of Planning to exhibit or for final approval. The delays resulting from the Minister's failure to make a decision on these amendments should not be overlooked with a number of heritage amendments also been placed on hold while the Activity Centre Program progresses, risking the loss of valued local heritage. Officers will continue to advocate for the delays to be addressed.

It is unclear as to why these current amendment applications that seek to implement our structure plans cannot be progressed to exhibition or final approval and then translated into the new Schedules of the Built Form Overlays introduced under VC257. This question has been put on numerous occasions to the Activity Centre Program teams/organisers including the Minister for Planning with no forthcoming responses.

Officers have also consistently questioned the AC Program team and Senior advisors to the Minister about whether they informed themselves of the huge body of work Glen Eira has already undertaken in regard to the planning of these centres. Council's Director of Planning and Place, along with the Mayor and CEO met with the Minister for Planning and her senior advisors, in addition to the numerous correspondence sent to the Minister to advocate for Glen Eira's program of strategic work to be progressed and seriously considered prior to the expansion of the Activity Centre program. Unfortunately, decisions pertaining to the Activity Centres program did not either investigate or demonstrate they investigated, the significant work Council had undertaken.

Following the authoring of this report, Council has been advised that a letter from the Minister will be issued which will provide clarity on the status of Council's structure planning work. This will, however, not include clarity on our heritage amendments. The timing of authorisation of our outstanding heritage amendments still cannot be determined.

**Table 1 – Summary of Current Planning Scheme Amendment Applications and Status**

<b>Current Planning Scheme Amendment Applications</b>	<b>Date submitted to DTP</b>	<b>Status/Delays incurred</b>	<b>Outcome/Impact for Glen Eira</b>
C255 – Housing Strategy	4 March 2024	No decision on authorisation after 15 months.	Appears unlikely to progress in its current form– Activity Centres (AC) program and new housing target initiatives of State Government introduced since Council lodged the amendment.  Housing Strategy will need to be amended in future to better align with new direction of State Government

C262 – Bentleigh Major Activity Centre	12 August 2024	No decision on authorisation after 10 months	Appears unlikely to progress – Bentleigh now included in State led AC program  Bentleigh Structure Plan will need to be amended in future following implementation of Activity Centre Plan by the State Government
C221 – Glen Huntly Major Activity Centre	30 November 2023	No decision on authorisation after 19 months	Appears unlikely to progress – Glen Huntly now included in State led AC program  Glen Huntly Structure Plan will need to be amended in future following implementation of Activity Centre Plan by the State Government
C237 – Carnegie Major Activity Centre	11 August 2022	Awaiting final decision from Minister following positive recommendation from and Independent Panel	Final decision delayed due to recent inclusion of Carnegie into State led AC Program. No answers about how C237 will be finalised despite numerous requests to the Minister and DTP.  Carnegie Structure Plan will need to be amended in future following implementation of Activity Centre Plan by State Government
C256- Elsternwick Major Activity Centre	January 2024	Exhibited March 2025	Elsternwick now included in State led AC program and its progression to an Independent Panel still to be decided upon  Elsternwick Structure Plan will need to be amended in future following implementation of Activity Centre Plan by State Government

C245- Caulfield Major Activity Centre	25 June 2024	No decision on authorisation after 12 months	Unlikely to progress – Caulfield now included in State led AC program  Caulfield Structure Plan will need to be amended in future following implementation of Activity Centre Plan by State Government
<b>Heritage Amendments</b>	<b>Date submitted</b>	<b>Status</b>	<b>Outcome/Impact</b>
C260 – Caulfield South and Gardenvale	21 May 2024	No decision on authorisation after 12 months	Delayed by Housing Statement/AC Program initiatives
C252 – Glen Huntly and Caulfield East	25 May 2023	No decision on authorisation after 12 months	Delayed by Housing Statement/AC Program initiatives
C257 – Part of Elsternwick Activity Centre	18 April 2024	No decision on authorisation after 14 months	Delayed by Housing Statement/AC Program initiatives
C240 – Mckinnon	18 August 2023	Authorised 5 June 2025	Officers to progress with exhibition
C246 Caulfield North	31 August 2023	No decision on authorisation after 22 months	Delayed by Housing Statement/AC Program initiatives
C251- Balaclava Road Group	19 June 2025	Gazetted	Gazettal delayed by Housing Statement/AC Program initiatives. Submitted for approval 16 February 2023

Officers are working closely with State Government to ensure that the Activity Centres Program will use the significant body of work already undertaken by Glen Eira as the 'starting point' for their Activity Centre Plans, and that Council may also be compensated for the significant resources allocated to these projects in preparing structure plans, consulting with the community, panel fees and legal and technical reports. We will continue to advocate strongly on this point.

What do the changes to Victorian Planning Provisions mean for Glen Eira's recently adopted structure plans?

Recently adopted Structure Plans for the Major Activity Centres of Elsternwick, Carnegie, Bentleigh, Glen Huntly and Caulfield will require amendment to align better with the State Government Activity Centre Plans once implemented into the planning scheme. This will be an important task to follow up on, as the State Government AC program essentially implements a built form framework which focuses on built form controls (e.g. building heights and setbacks) with some upzoning of land for the purpose of increasing the housing provision and boosting housing construction. Our adopted structure plans are still vital pieces of work to plan for how we sustain the vibrancy and economic viability of our activity centres.

The Glen Eira Housing Strategy adopted by Council in November 2022 may also need to be refreshed to consider the changing policy direction initiated by Victoria's Housing Statement and subsequent amendments.

#### Pilot Centres of Moorabbin and Chadstone

Throughout 2024, officers were involved with the pilot activity centres of Moorabbin and Chadstone. This involved monthly to bi-monthly meeting catch ups where Council was presented with broad information and asked to provide detailed feedback in often unreasonably short turnaround times.

Throughout the process, officers consistently expressed concern both verbally and in writing at the haste at which the program was progressing, and the refusal of the Victorian State Government to provide the technical documents explaining how dwelling yield targets were formulated for each centre, and how proposed building heights and setbacks were informed. The failure to provide these documents left officers questioning whether these reports actually existed and if they did exist, why were Council's not given the opportunity to review.

This raises serious questions about transparency of process and whether the State Government was interested in collaborating with Council or was it just a 'tick a box' approach to stakeholder consultation. The lack of technical explanation to support dwelling yield targets and building heights and setbacks also raises questions about whether the content of these amendments is strategically justified.

The lack of information and apparent testing of VC257 content is disappointing as any planning scheme amendment prepared by Council is subject to rigorous testing by an independent planning panel. This level of testing and scrutiny appears not to have been required for VC257, something which was also criticised in the final reports of the Standing Advisory Committees (SAC) set up to consider the 10 pilot centres.

Of particular interest to Glen Eira is the Chadstone and Moorabbin Activity Centres where both SACs were critical of the lack of centre specific background information made available to the committee to consider, the narrow scope of consideration of issues identified in the terms of reference, the absence of public hearings, discussions and ability to hear evidence or from submitters and the short 10 days timeframe provided to the committee to review, consider and report back to the government. In the case of Moorabbin Activity Centre, a total of 788 submissions were received of which just eight were referred to the Committee for consideration, raising questions about transparency.

#### Summary of detailed feedback to Pilot Centres program.

Officers provided a significant amount of detailed feedback to the AC Program Team in both meetings and via written correspondence. As the pilot centre program also introduced the new Built Form Overlay (BFO) and Housing Choice and Transport Zone (HCTZ), officers were also asked to review the wording of these new provisions and provide very detailed feedback (within a very short timeframe), most of which was considered in the final version gazetted.

Glen Eira also provided feedback as part of our formal written submission to the State Government in September 2024, as reported at the Ordinary Council Meeting on 3<sup>rd</sup> September 2024, where the proposed content of the submission was endorsed by Council. Council will also recall that the call for submissions was during the caretaker period of Councillor elections which was heavily criticised by Glen Eira and other Councils involved with the 10 pilot centres.

Our feedback and formal submission to the program focused on both the process and the content of the plans and controls, in particular,

- The lack of technical reports available to Council to fully understand the impact of the proposed growth and built form on traffic, drainage and community infrastructure.
- Community consultation being carried out during Council elections and caretaker period was unfair to Council.
- Insufficient time for officers to respond to requests to review and provide detailed feedback on proposed plans and ordinance and the apparent speed of the program leading to poor planning outcomes.
- Lack of resolution and understanding of how the program will integrate and resolve contradictions with existing planning scheme controls
- Significant height changes proposed to surrounding residential areas (walkable catchment) and in the case of Chadstone, the catchment area is covered by neighbourhood character overlay controls.
- The lack of information about how infrastructure will be funded.
- Concerns about the new 'deemed to comply' approach for heights, setbacks and street wall heights and how the catchment area boundary was formulated.
- Lack of information about how the Activity Centre Plans and controls were developed including the application of density index levels and precinct typologies.
- Fast track approval of the VC257 by the Minister for Planning, exempting herself from giving notice of the amendment
- Complexity of how new planning provisions are drafted.
- Poor consultation during and post gazettal of VC257.

These matters were also expressed consistently throughout the meetings and expanded upon in meetings and letters between Glen Eira Senior Management and Senior officials at DTP and advisors to the Minister for Planning.

#### Parliamentary Inquiry in VC257, VC267 and VC274 – April 2025

In April 2025, a Parliamentary Inquiry into VC257, VC267 and VC274 was announced and a call for submissions was made over the Easter/Anzac Day period with essentially 5- 6 business days available to Councils and other interested stakeholders to lodge a written submission. The short time frame provided for submissions was once again very disappointing given that the Inquiry was set up to consider the impacts of some of the most significant changes to planning policy in recent times.

Glen Eira's submission to the Inquiry focussed on our key concerns with both the process as well as the impact of the new controls introduced by the amendments. We expressed our concern with the poor consultation during, and post gazettal of amendments, haste at which the Activity Centre Program was implemented, the lack of technical documents made available to Council to show how new controls were informed, other matters impacting the provision of housing such as the raft of unattractive state taxes (which appear not to be factored into the Governments discussions about what is causing the housing shortage), and issues with the new deemed to comply approach for townhouse development and the inability to consider local policy in decision making.

The same concerns were also raised by several Councils and other submitters and featured prominently in the findings of the Committee. Key topics covered in our submission included the following

#### *Affordable Housing*

Council's submission queried the inclusion of affordable housing as a 'public benefit uplift' in the new Built Form Overlay Controls applying to Activity Centres included in the State Government's Activity Centre Program. Although affordable housing is of public benefit, there are concerns that developers may now only look to provide affordable housing when they have an opportunity to 'go bigger', beyond the baseline standards. Planning scheme provisions should seek to provide affordable housing within the development framework of allowed building heights etc and not just seeking affordable housing through an incentive to 'go bigger'.

Accordingly, Council's submission questioned whether VC257 gives proper effect to the planning framework to facilitate affordable housing. Affordable housing is a 'land use' if the government was serious about facilitating affordable housing, it would mandate it for developments which don't seek to go beyond the development framework controls introduced by VC257.

#### *Poor notification to affected properties.*

Once gazetted, there has been no process put in place by the State Government to notify affected property owners about the rezoning of their land and the ramifications of that rezoning. Poor consultation prior to gazettal has been compounded by the lack of foresight to notify affected property owners that the planning regulations applying to their land have now changed dramatically. The poor consultation carried out has resulted in affected landowners with little or no understanding of the new controls and leaving Council with the responsibility of informing them of the changes and how it may impact their plans to develop or use their land.

In addition to this, the new provisions are complex and will be difficult for the general public, as well as many building professionals to interpret and understand.

Officers will continue to advocate for better consultation and notification of significant planning policy and ensure that our community is kept informed through Council publications such as Glen Eira News and our website.

#### *Infrastructure Contributions*

With such significant growth and development envisaged and facilitated by the Activity Centres Program, it is disappointing that the simplified Infrastructure Contributions Scheme promised by the State Government is yet to be implemented. There is nothing fair, orderly or sustainable about introducing provisions which promote a high level of growth in these centres without a rounded set of provisions to ensure adequate infrastructure contributions can be collected.

It is our understanding that in April this year, the Ministerial Direction applying to Infrastructure Contributions Plans (ICP's) was changed to now allow ICP's to be applied to 'Declared Activity Centres'. Ten activity centres were identified, but only the Victorian Planning Authority (VPA) or the Minister for Planning is allowed to prepare the plan, not local government. The Direction suggests that a standard infrastructure levy comprising two parts, namely a state and a local component can be made and specifies what the levy can fund. It is interesting to note that the state level included many infrastructure categories that are usually funded by the state such as schools, public transport, emergency services and the like. The local component will cover roads, parks, community services etc.



It is disappointing that the traditionally state funded infrastructure will now be passed on to developers as this essentially means that this cost will be passed on to purchasers with once again housing affordability being impacted. This once again raises concerns about whether the State Government is serious about making housing more affordable or are these significant changes to housing policy just a convenient way to raise revenue and service the suburban rail loop costs.

Officers will continue to advocate for fair and orderly implementation of a contributions scheme.

*New deemed to comply assessment under Clause 55 (ResCode)*

The new deemed to comply approach effectively means that Council's input into the quality of facades, building design and building setbacks has been removed, if a proposal satisfies the new quantitative assessment introduced by the new 'deemed to comply' approach. This coupled with the removal of all residential zone schedule variations that accompanied the implementation of VC267 may see the character of neighbourhoods further eroded.

The ambiguity of some of the deemed to comply provisions is also worrying with wording of provisions, sometime unclear and open to interpretation. This was evident in a recent information session where two legal professionals discussed the new provisions, both having different interpretations of more than one of the deemed to comply standards. Our concern is that the wording of the new 'measurable' provisions should be 'watertight' with no scope for interpretation.

Our submission also expressed concern with the eroding of VCAT appeal rights for objectors and the confusion which will now be caused when advertising an application with, in some cases, every part of the application being exempt from Council having to consider any objections received.

**New Townhouse and Low Rise Development Code – Introducing a new approach to assessment under clause 55**

Amendment VC267 introduces new 'deemed to comply' provisions into the assessment of two or more dwellings on a lot and residential buildings up to 3 storeys in a residential zone. (Clause 55). The changes aim to expediate the planning permit process for medium density housing and provide certainty to developers by largely taking away the discretion in decision making and removing third party objection and appeal rights when compliance is achieved.

The changes effectively quantify the assessment of neighbourhood character, by introducing measurable design standards, which, if met, are considered 'deemed to comply' with the preferred neighbourhood character in the applicable zones. This means that Council may see more medium density housing proposing sheer walls, reduced front and rear setbacks, less pitched roofs, greater site coverage and smaller areas of private and secluded open space. It also means that Council has no control over façade detailing – we may see toilet windows on front facades with no ability to require changes. This may sound unlikely, but was an unintended consequence of previous 'as of right' controls (also a 'deemed to comply' approach) which applied to 2 dwelling developments in the 1990's.

With the introduction of these changes, the State Government is sending a clear message to Councils, developers and the community that medium density housing in the form of townhouses and low rise development is welcome across the majority of the metropolitan area, providing it satisfies a certain level of design which they deem to be 'well mannered' in any applicable residential neighbourhood not covered by additional character or heritage overlay controls.

This message is reiterated further by the removal of all clause 55 residential zone schedule variations which have previously worked to protect the valued garden setting of Glen Eira's neighbourhood character such as larger rear setbacks, lesser site coverage, higher permeability and larger areas of secluded private open space. As a result, Council can now expect to see new proposals for medium density housing displaying larger building footprints, with less permeable area, smaller areas and smaller dimensioned areas of private and secluded open space and reduced rear setbacks. Whether this will result in more applications proposing three dwellings on a site as opposed to the usual two is questionable. It is more likely given the market conditions in Glen Eira, that the new approach will more likely see larger footprints being proposed for 2 dwelling developments than we see now, as owners choose more floor space over more garden area if given the choice.

This will be a difficult obstacle to overcome if we are to achieve more affordable homes in our suburbs for families and smaller households not wishing to live in an apartment. The inability of planners under the new clause 55 assessment to consider any local policy in the assessment of applications for medium density housing where compliance with the measurable design standard is achieved is very disappointing. It creates a huge obstacle for Council in incentivising smaller medium density townhouses developments through local policy. Having said this, there may be merit in revisiting and where possible adapting and expanding '*The Glen Eira Housing Strategy November 2022*' to include a promotional strategy to educate and incentive the need for diverse housing options.

Council can also expect to see changes to clause 54 of the Planning Scheme (assessing one dwelling on a lot less than 300 square metres) which will have ramifications for all building permits issued for single dwellings on standard size lots. These changes which are expected to be introduced in the second half of 2025 will remove the current requirement to provide greater rear setbacks, lesser site coverage and increased permeability. As a result, Council can expect to see new single homes constructed on standard housing lots having larger building footprints, and reduced front and rear setbacks. In light of this, future advocacy should also focus on the need to retain the minimum garden area requirement which currently applies to single dwellings.

#### Consultation on the changes to clause 55 (ResCode)

On the 31<sup>st</sup> March 2025, VC267 came into effect implementing the following changes to clause 55.

- All clause 55 standards are now 'deemed to comply'.
- Turning off third party appeal rights if specific standards are met.
- Turning off Council's ability to have regard to local policy, purpose and decision guidelines of the relevant zone.
- Changes to existing standards, including the deletion of neighbourhood character specific standards, less restrictions with respect to setbacks, overlooking and overshadowing.
- Removal of all variations to standards specified in the zone schedules.

The Victorian State Government undertook limited consultation over a two-week period prior to the introduction of the controls, and like the Activity Centre Program, this was carried out during the caretaker period of Council Elections. Council's submission made 54 recommendations in an 18 page document. Only 7 of the 54 recommendations were addressed in the final provisions and to make matters worse, the final version of controls gazetted was vastly different to what was circulated during the short consultation phase. Unfortunately, once gazetted, Council has no influence over the content and wording in the controls, besides pointing out errors that may exist, or where clarification is needed on how to interpret a provision.

One of the major concerns with the gazettal of VC267 was that the final gazetted version included wording of provisions previously unseen during consultation, meaning that Council and other stakeholders were unaware of these 'other' non communicated changes and were unable to provide feedback. Some of these changes have significant ramifications on how Council assesses an application for medium density housing under clause 55, and it is simply astounding that these changes were not communicated by the State Government during the short consultation phase. Whether this was a deliberate omission or a symptom of formulating significant policy 'on the run', this appears to be becoming more common under this State Government. These changes were significant and included:

- The inability to consider the decision guidelines of Clause 65 of the Planning Scheme when assessing a development against Clause 55 standards, even when a proposed development is seeking variation to the 'deemed to comply' standards. (ResCode)
- The inability to consider relevant local policy in the scheme when compliance with the standard is achieved (i.e.- if Councils deems that standard is met, then the decision guidelines of the standard cannot be considered).

Once again, it is disappointing that the State Government did not seek to genuinely engage with Councils and stakeholders, particularly given the significance of the planning controls and assessment process that have been changed. Council has also been left with the unenviable task of notifying impacted residents to help explain the implications of the changes, especially in regard to appeal rights which may no longer exist for them.

### **Keeping the Glen Eira Community informed**

As noted earlier in the report, Officers will continue to advocate for better consultation and notification of significant planning policy by the State Government on any State led planning initiatives, especially those that propose significant change such as the Activity Centre Program and the recent changes to Clause 55 and how we assess residential developments.

As these are State led policy changes, it is important that the Glen Eira community is directed to the relevant state government websites and resources providing information about these changes. Council is not the proponent of these changes and therefore it is important that community members wanting to '*have their say*' and express any concerns they may have, submit these directly with the State Government. Having said this, Officers will continue to explain the changes to interested community members and update Council's website and include articles in Glen Eira News as the new controls are rolled out.

Officers are also proposing a series of posters which will be placed at key locations in affected activity centres, providing awareness and information about the recent initiatives. The posters will provide details of where to find more information and the offer to discuss any questions they may have with officers in the City Futures team. Officers will continue to make ourselves available for in person meetings if desired.

Over the past 3 years, Council has undertaken extensive community consultation as part of our activity centre structure planning. The feedback and local knowledge we have obtained from the consultation, has made an invaluable contribution to the formulation of Council's feedback to the State Government and its agencies on both the Activity Centres Program and new residential assessment provisions.

**Overview of Glen Eira's Advocacy to date**

As outlined above, officers have been proactive in advocating for Glen Eira's interests in relation to the Activity Centre Program and the new Townhouse and Low Rise Code (clause 55). In doing so, we have always interacted with our DTP colleagues and other officials collaboratively (as required by the *Planning and Environment Act 1987*) but have been fearless in providing upfront advice and feedback as we seek the best outcomes for Glen Eira. We have had numerous meetings with our DTP counterparts and written letters to the Minister for Planning to complain about the lengthy delays in decision making and how this is disrupting our current amendment applications and requesting that they be prioritized for authorisation or final approval.

We have continually requested that the Activity Centre Program organisers and the State Government acknowledge the huge body of structure planning which has already been carried out in a number of our major activity centres and the extensive community consultation which has helped inform those plans. Despite continual reminders to the program organisers throughout 2024 about this, it appears that the work completed was not a factor in the decision to now include Carnegie, Elsternwick, Caulfield, Glen Huntly and Bentleigh into the Activity Centre Program.

In the case of Elsternwick, officers continually requested advice as to whether the activity centre would be included into the expanded 2025 program. With an understanding that it was not included the planning scheme amendment to implement the Elsternwick Structure Plan was exhibited earlier this year, only to have the Government announce during the exhibition stage that it was now included in the Activity Centre Program. This raises serious questions about the State Government's desire to collaborate with local government and raised more questions about the transparency of their processes.

As part of the pilot activity centre program, officers have sat on numerous meetings with DTP counterparts throughout 2024, with many cancelled at the last minute by the AC teams. We have offered constructive feedback and upfront advice in these meetings, suggested changes to wording, mapping, and requested better transparency in the information being provided. We have attended to requests in unreasonably short turnaround times and provided information to the program team when requested. Unfortunately, the State Government has not sought to collaborate with Local Government as effectively, refusing to provide required background and technical reports and giving little or no warning of the gazettal of such major planning amendments.

In addition to the above, officers have also prepared formal written submissions to the Activity Centre Program and to the Changes to Clause 55. Our Senior Management team have on more than one occasion, met with Senior Advisors to the Minister for Planning, Senior DTP staff and local Members of Parliament to advocate for the delays to be addressed and for our Structure Planning work to be recognised and our current amendment applications progressed accordingly.

As noted above, the Mayor, CEO and Director of Planning and Place met with the Minister for Planning to specifically advocate for Glen Eira's significant body of work to be progressed and to ensure that we be given sufficient advance notice for any decisions regarding Elsternwick given the amendment had been authorised and was on exhibition. Despite assurances provided at that meeting, the Minister for Planning announced a day later that the expanded AC program would include Elsternwick and the majority of Glen Eira's other activity centres effectively putting on hold our entire amendment program of work.

However, the State Government has an ambitious Plan to boost housing construction. Whether all these changes will provide more housing, and more housing that is affordable, is questionable. The haste and lack of public transparency which has accompanied these amendments has meant that any evidence to show that these amendments will achieve the State's objective to increase housing, has not been shared publicly and it is questionable as to whether it exists at all. Council will continue to advocate for transparency and evidence-based policy and suggest that the government be subject to the rigorous testing that Councils are subjected to when seeking a planning scheme amendment.

### **Future Advocacy**

Councillors will appreciate the significant level of advocacy already undertaken in relation to recent changes to planning policy affecting Glen Eira and metropolitan Melbourne. Officers are committed to supporting good planning policy that supports housing growth, protects heritage and our valued neighbourhood character, but will continue to advocate to the State Government to 'do better' in relation to consultation, transparency in process, and planning policy direction where necessary. In particular, we will focus future advocacy on the following areas.

1. **Transparency in Process** – All technical and background reports informing new planning provisions must be made available to Council staff and sufficient time provided to staff and the community to review documents and provided feedback. Public Hearings must be held, and submitters and expert witnesses afforded the opportunity to address aspects of the amendment process. Council is seeking better consultation and notification pre and post gazettal going forward.
2. **The Activity Centre Program must build on the significant body of work already adopted as part of our Structure Plans for Caulfield, Elsternwick, Bentleigh and Carnegie.** Council will continue to advocate for evidenced based built form controls which have been subject to same rigorous testing and level of consultation that Council amendments are subject to. Council will advocate for a balanced approach to growth that facilitates increased housing provision, vibrant and economically sustainable activity centres all while protecting valued heritage and special character of surrounding residential neighbourhoods and the centre itself. Council will continue to advocate that our significant body of work for these activity centres is utilised and translated into any new plans and changes to our planning scheme.
3. **Affordable Housing** – Listing affordable housing as a 'public benefit uplift' in the new Activity Centre Overlay controls (BFO) allows developers to immediately turn to this provision to justify higher and more intense development. Council will continue to advocate for a better mandated framework that will deliver affordable housing.
4. **Infrastructure Contributions** – That an infrastructure contribution scheme be implemented as soon as possible to ensure that the significant growth expected in and around our Activity Centres will be supported by the delivery of appropriate and timely infrastructure. We seek the State Government's commitment that local governments are involved early and equitably in consultation processes and afforded the same level of engagement as the development industry is provided with in relation to the introduction of the promised infrastructure contributions scheme. Council will continue to collaborate and advocate with the MAV through our seat on the Infrastructure Contributions advisory committee for an appropriate contribution scheme to be implemented.

5. **Decision Guidelines of Clause 65.01** of the Victorian Planning Provisions should continue to apply to all decisions made under Clause 55. Clause 65.01 decision guidelines are important as they allow consideration to be given to, among other things, the purpose of the zone, the effect on environment and human health, and flood management.
6. **Neighbourhood Character** – The State Government must acknowledge the potential unintended consequences that the new deemed to comply approach of clause 55 will have on the neighbourhood character of Glen Eira (and other established metropolitan areas). The potential of the new approach to erode the valued garden setting of many of our neighbourhoods is real and there appears to be little evidence to show that the new controls will improve housing diversity, increase housing provision and make homes more affordable. Council will monitor developments moving forward to inform our advocacy with respect to diversity and housing provision.
7. **Better collaboration between the State Labor Government and Local Government.** Council will seek better collaboration on state government led initiatives and programs that impact Glen Eira and its residents. We will urge the State Government to ‘do better’ and ensure consultation pre and post gazettal is fair and reasonable and that it is not left to Council to explain the impacts of state government enforced provisions.
8. **Fast track Programs such as Development Facilitation Program must be monitored to ensure they are not being used to merely upvalue land.** Permits issued under the DFP should be acted upon with the life of the permit, without the option to apply for an extension. A core criterion for DFP eligibility is that a development is ‘shovel ready.’ However, there is increasing concern that some developers use the DFP to increase land value and subsequently sell the site, with new owners then seeking to extend the time of the permit. This practice undermines the intent of the program and should not be permitted.

### **The Challenge of easing the housing shortage**

There is no disputing that more diverse and affordable housing options are needed in established metropolitan areas well serviced by public transport, jobs, shopping and community facilities, and there is in principle support for State Government initiatives to address the current housing shortage. Having said this, the planning system cannot, and should not, be relied upon as the sole ‘knight in shining armour’ to solve the housing challenges facing Victorians today.

Changes to taxes, first home buyers incentives, planning and building policy and development fees and levies all have implications for the supply side of the market as well as the demand side of the market. In other words, if home incentive schemes drive up demand for new housing, or land taxes result in increased rents, this does not play out well for housing and rental affordability. Whether these amendments and other changes proposed to legislation will achieve their objectives to ease the housing shortage and provide more homes (or rentals) that are affordable is yet to be seen, and the Victorian State Government has not provided modelling to demonstrate, or explained how they will monitor the success or unintended consequences of the recent policy initiatives and the increasing amount of decision making that is being taken away from local government in this space.

**CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

Directing housing into existing activity centres will reduce the impacts of significant growth on the environment in growth areas. Living more closely together can open opportunities for the sharing economy, increase local services and reduce the need for travel, and enable more people to live close to public transport.

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

Not applicable.

**POLICY AND LEGISLATIVE IMPLICATIONS**

VC257 – 25 February 2025 – (Activity Centres) was implemented into the planning scheme introducing the new Housing Choice and Transport Zone (HCTZ) (clause 32.10) and the Built Form Overlay (BFO) at clause 43.06

VC267 – 6 March 2025 - Implements new residential development planning assessment provisions (new clause 55)

VC 274 – 28 February 2025 – Introduces new Precinct Zone (PRZ) (around SRL stations) at clause 37.10. – Not currently affecting land in Glen Eira

VC276 – 2 April 2025 - facilitated the removal of all more stringent residential zone schedule variations to accord with eh new approach to new residential development assessment provisions.

**COMMUNICATION AND ENGAGEMENT**Engagement

Engagement on the Activity Centre Program – 10 pilot centres including Moorabbin and Chadstone was carried out in October 2024 (election caretaker period) and implemented into the planning scheme under VC257 on 25 February 2025.

The Activity Centres Program has now been expanded to include an additional 60 activity centres across Melbourne including another 8 activity centres within Glen Eira. Engagement on three of these centres, - Carnegie, Murrumbeena and Hughesdale commenced on 6 May 2025 and will close on 15 June. Engagement is being undertaken by the State Government (VPA/DTP). Community members will be directed to Engage Victoria for enquiries and to make a submission. It is expected that engagement on the remaining 5 Activity Centres of Caulfield, Elsternwick, Glen Huntly, Ormond and Bentleigh commence later in 2025.

Consultation on the new Clause 55 provisions (VC267) was carried out by the State Government over a two-week period during the local government election caretaker period in September 2024 and implemented into the planning scheme via VC267 on 31 March 2025.

Meetings and letters

In addition to the many meetings officers have been involved with throughout the Activity Centres - pilot centres program, Senior Management have also met with the Director of the Activity Centres Program (VPA) on multiple occasions to advocate Council's position. Letters have also been sent to the Minister of Planning requesting that our current amendment applications be expedited and delays addressed.

On 6 June 2024, the Mayor wrote to the Minister for Planning seeking advice on the timing of our nine amendments waiting for authorisation. Over the last 4 years Council has embarked on an ambitious strategic planning program and have completed a Housing Strategy and five major activity structure plans (amongst other work).



On 15 November 2024 the Glen Eira CEO and Senior Management from Planning and Place Directorate met with the Executive Director of the Activity Centres Program. VPA advised that 25 additional centres would be announced by 2024 end but no information forthcoming regarding which centres are being looked at. Council sought answers to a number of questions relating to delays to current amendments, timing of and notification of new provisions to little avail.

On 10 December 2024, Council wrote to the Executive Director of Activity Centres seeking answers to the concerns raised at the November meeting and the timing of and notification of new provisions. Unfortunately, no response was received despite numerous phone calls and requests following the correspondence being sent.

On 10 January 2025, The Minister for Planning wrote to Council advising that she had asked the Department of Transport and Planning (DTP) to continue to work closely with Glen Eira City Council other relevant stakeholders in the development of the draft planning scheme amendments for these new centres and their surrounding catchment areas. However, in February 2025, the State Government announced that Elsternwick, Caulfield, Glen Huntly and Bentleigh were now included in the program and drafting of Activity Centre Plans would commence later in 2025. This was despite officers consistently asking the State Government if Elsternwick would be included because we were preparing to exhibit Amendment C256. The Government's failure to keep their promise to 'work closely with Glen Eira' which they had advised they would less than 1 month before announcing Elsternwick's inclusion, is disgraceful.

On 26 February 2025 the Mayor, CEO and Director of Planning and Place met with Minister for Planning seeking the advancement of Glen Eira's significant body of work that is either seeking Ministerial authorisation or approval. The meeting further sought the Minister's agreement that our strategically justified work would form the basis of any future changes to the Planning Scheme should the Activity Centre program seek to develop new plans for our activity centres.

Since March 2025, Council's Director Planning and Place attends monthly meetings with senior executives of the DTP and VPA and other Directors of Councils involved in the AC program at which Glen Eira and other Councils consistently raise concerns with recently introduced planning scheme provisions, and the activity centre program.

The Director Planning and Place is a member of the MAV Infrastructure Contributions Advisory Committee which meets bi-monthly since February 2025 to inform a sector wide submission to State Government on the considerations and issues of infrastructure contributions to inform the new planning scheme provisions before they are introduced.

On 4 February 2025, Senior Management from the Planning and Place Directorate had additional meetings with the Executive Director of the Activity Centres Program to obtain and update on the Activity Centres Program following the announcement in late November 2024 that Carnegie, Murrumbeena and Hughesdale are in the next Tranche under the Activity Centres Program. Although questioned about future centres to be announced, no information was provided to Council at this meeting in relation to Elsternwick, Caulfield, Glen Huntly and Bentleigh.

On 27 March 2025 Senior Management from the Planning and Place Directorate met with the Executive Director of the Activity Centres program and the VPA on the Activity Centres program following the announcement of the further 25 activity centres to the Program. Assurances were given to further investigate the implications to the Elsternwick Structure Plan amendment that was on public exhibition at the time of the announcement. Council officers further raised concerns regarding the work pending Ministerial approval or authorisation for many of the centres now in the program, seeking assurances that the work would inform any future planning scheme changes.

**LINK TO COUNCIL PLAN**

Strategic Direction 3: A liveable and well planned City

Our planning aims to balance population growth with enhancing the unique character and heritage of our City

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

Officers will continue to advocate to expediate the approval process of planning scheme amendment applications currently sitting with the Minister or DTP awaiting authorisation to exhibit or final approval by the Minister. Council will continue to advocate that our strategic work informs and is translated into any further changes to the planning scheme. Council will continue to advocate for the best possible outcomes for Glen Eira in relation to Activity Centre planning and townhouse and low-rise development. Transparency in process, better consultation and notification on major planning policy changes must also be prioritised by the State Government.

## 10.8 FINANCIAL MANAGEMENT REPORT AS AT 31 MAY 2025

**Author:** Alon Milstein, Coordinator Financial Accounting

**Director:** John Vastianos, Chief Financial Officer

**Trim No:** 25/1201710

**Attachments:** 1. May Financial Management Report [↓](#)

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### EXECUTIVE SUMMARY

Council plays a vital role in shaping a thriving, inclusive, and sustainable community by delivering a broad and diverse range of services and facilities. These include essential infrastructure, community programs, recreational spaces, health and wellbeing initiatives, and support services that collectively contribute to making our municipality a healthy, well-connected, and liveable place for all residents.

The purpose of this report is to present Council with the Financial Management Report for the period ending 31 May 2025. This report provides a comprehensive overview of Council's financial performance to date and is intended to support informed decision-making by identifying and explaining significant variances at an organisational level. The detailed financial data and analysis are provided in Attachment 1.

The forecast result for the 2024–25 financial year is an operating surplus of \$9.82 million, which represents a favourable outcome compared to the originally adopted budget surplus of \$8.3 million. It is important to note that this surplus is not a cash profit; rather, it reflects the full scope of Council's revenue and expenditure, including one-off and non-cash items required to support ongoing operations.

Council remains committed to reinvesting any available surplus into capital works and debt redemption. This approach ensures we can continue to deliver high-quality services, infrastructure, and community projects. While our cash holdings remain at low levels, we are actively managing our 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.

By maintaining this disciplined approach, Council continues to demonstrate prudent financial management and a strong commitment to fulfilling its responsibilities to the community. This ensures that public resources are managed transparently and effectively, supporting both current service delivery and future community needs.

### RECOMMENDATION

That Council notes the Financial Management Report for the period ending 31 May 2025.

### BACKGROUND

The report includes a comparison of year-to-date actual income and expenditure with budgeted year-to-date and forecast to June 2025 and other information for the current financial year.

This report also provides a review of the Capital Works Program, Cash Flow, Rate Debtors and Victorian Auditor-General's Office Financial Sustainability Indicators.

### ISSUES AND DISCUSSION

**(a) Key Highlights - Current Financial Position**

The forecast result expected for the financial year is a surplus of \$9.82m. Key highlights for the period ending 31 May 2025 include:

Key Highlights	April 2025 \$ 000's	May 2025 \$ 000's	Movement \$ 000's	Comments
Forecast Surplus	9,500	9,821	321	No material forecast adjustments for May 2025. Refer to the Financial Management Report for further details.
Forecast Liquidity	129.38%	128.53%	(0.85%)	Forecast liquidity has decreased slightly due to higher than anticipated outflows.
Forecast Capital Works	47,355	47,269	(86)	Adjustment mainly due to savings in Fleet and Plant Replacement Program. Refer to the Financial Management Report for further details.

**(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 31 May 2025 is as follows:

Description	2024-25 Current Month	2024-25 Year to Date
<b>Opening Balance as at 1 July 2024</b>		<b>\$21,088,082</b>
Open Space Contributions Received	\$96,900	\$6,667,450
Open Space Capital Expenditure *	\$0	(\$1,503,766)
<b>Closing Balance Open Space Reserve</b>		<b>\$26,251,766</b>
Committed Open Space Purchases		(\$14,750,000)
Available Open Space Reserve Funds		\$11,501,766

\* Includes: 93 Mimosa Road, Carnegie

*Please note the open space reserve is not currently held in a separate cash reserve.*

**CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

The Financial Management Report takes into consideration Council's commitment to respond to the climate emergency by reducing emissions, increasing awareness of sustainability issues and providing pathways for community action and solutions. In particular, Council continues to deliver initiatives that will help the organisation meet our goals of 'zero direct Council emissions by 2031' target, net zero community emissions by 2030 and protecting our community from the worst impacts of climate change. These include degasification of Council facilities, investment in open space, tree canopy and other greening initiatives, investment in transitioning to a circular economy and environmentally sustainable design and the continued transition of Council's fleet to EVs.

## 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.

## POLICY AND LEGISLATIVE IMPLICATIONS

- Glen Eira Council Long-Term Financial Plan 2024-25 to 2033-34
- Glen Eira Council Revenue and Rating Plan 2022-23 to 2025-26
- Glen Eira Council Budget 2024-25
- Glen Eira Council Plan 2021-25
- 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 1: Well informed, transparent decisions and highly valued services. We build trust through engaging with our community, delivering quality services and making evidence-based 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 carefully manage its finances to deliver good outcomes for Community. Council is proactively identifying and mitigating the risks arising from the dynamic and unpredictable economic environment and the implications for Council's financial sustainability.

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ORDINARY COUNCIL MEETING

30 JUNE 2025

ATTACHMENT 1:

Financial Management Report for the period ending 31 May 2025

1. Contents

Executive Summary .....2

Income Statement.....6

Balance Sheet .....8

Capital Works Program .....9

Performance Graphs..... 13

Financial Strategy ..... 17



## OFFICIAL

## ORDINARY COUNCIL MEETING

30 JUNE 2025

**Executive Summary****a) Current Month Budget Result**

At the end of May, the year-to-date performance against budget from ordinary activities showed higher than anticipated income of \$13.37m and a favourable variance in operating expenditure of \$2.11m.

**b) Current Month Forecast Result**

The forecast result expected for the financial year is a surplus of \$9.82m. This compares favourably against the original adopted 2024-25 Budget surplus of \$8.29m. 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 cash holding 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.

Council as part of the *Council Plan 2021-2025* has committed a major initiative to invest a minimum of \$26.9m on the acquisition of public open space over the four-year Council term.

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.

## OFFICIAL

## ORDINARY COUNCIL MEETING

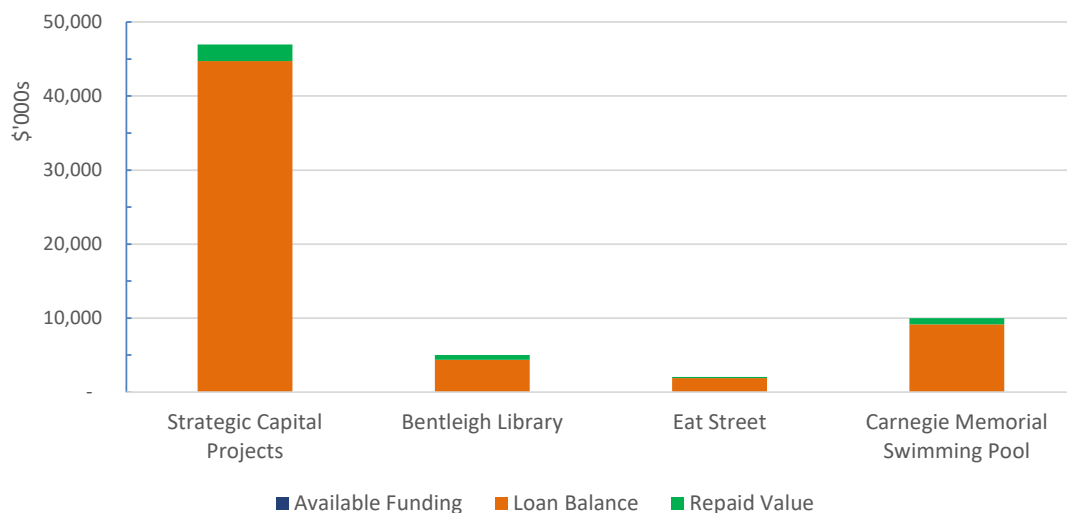
30 JUNE 2025

The balance of the Open Space Reserve as at 31 May 2025 is as follows:

Description	2024-25 Current Month	2024-25 Year to Date
<b>Opening Balance as at 1 July 2024</b>		<b>\$21,088,082</b>
Open Space Contributions Received	\$96,900	\$6,667,450
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Committed Open Space Purchases		(\$14,750,000)
Available Open Space Reserve Funds		\$11,501,766

\* Includes: 93 Mimosa Road, Carnegie

## d) Loan borrowings



Council has entered into a loan facilities relationship with Treasury Corporation Victoria (TCV) to borrow funds for strategic capital projects, from which \$46.97m in variable loans have been drawn down since August 2022.

Council has also been able to secure discounted interest rates from State Government for three capital projects: \$5m for the construction of the Bentleigh Library and Youth Hub redevelopment project and \$2.03m for Eat Street Community Space Project under the Community Infrastructure Loan Scheme and \$10m for the Carnegie Memorial Swimming Pool under the Community Sports Infrastructure Loan Scheme. These loans are administered by TCV and to date \$17.03m has been drawn from the discounted facilities.

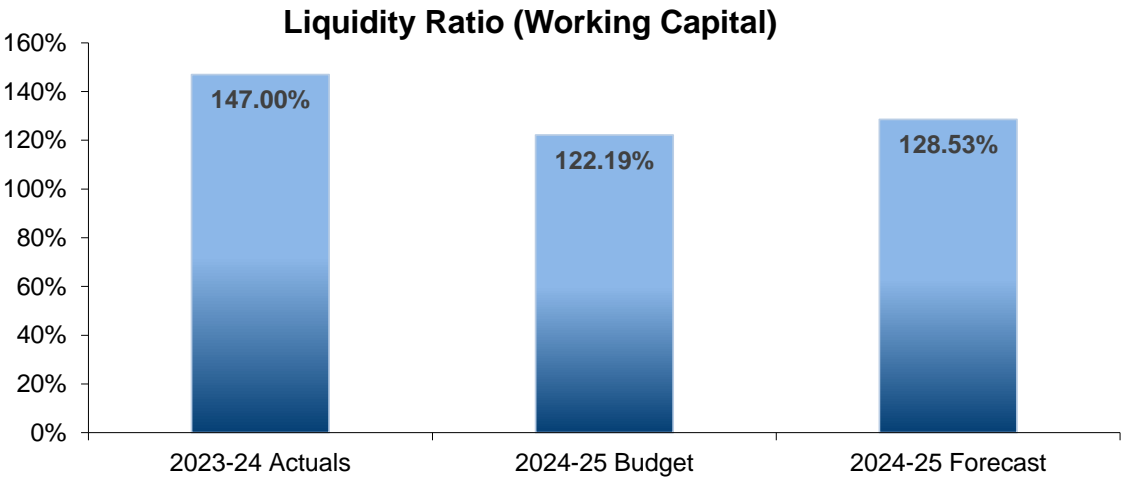
No further loan drawdowns are budgeted for 2024-25.

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30 JUNE 2025

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 *Fire Services Property Levy*.

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)***

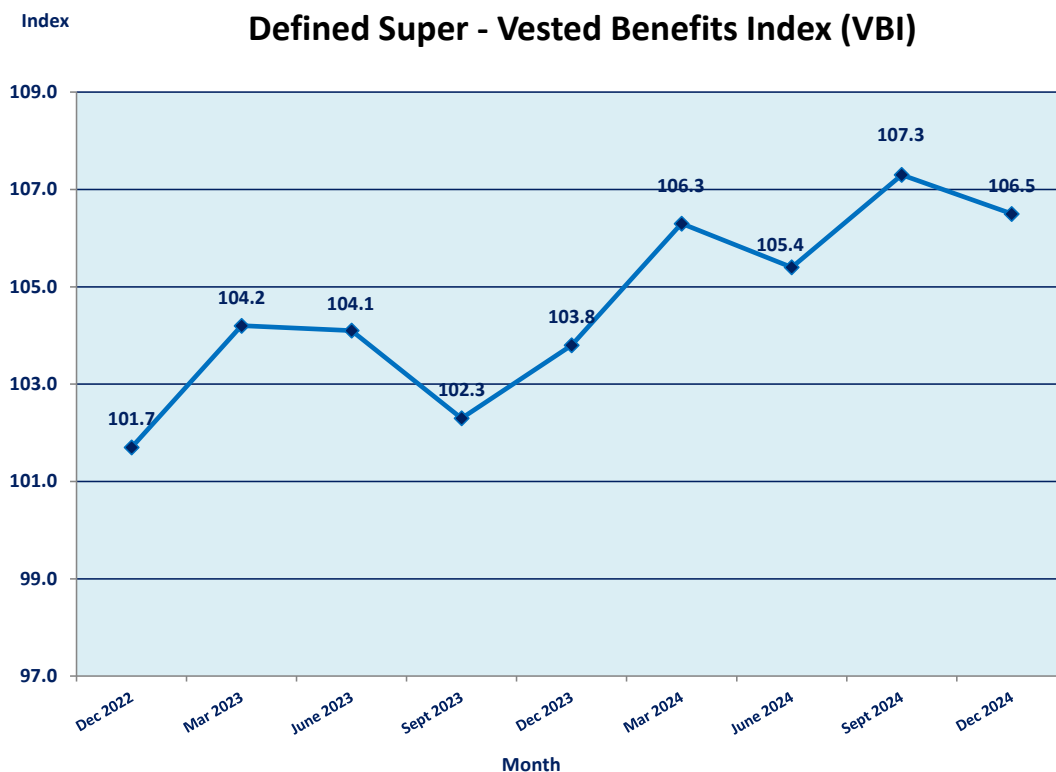
Defined benefit plans are required by law to have an actuarial investigation at least once every three years. Vision Super monitors the vested benefit position of the defined benefits plan on a quarterly basis.

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%. 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% or more. In the event the VBI falls below the nominated shortfall threshold (i.e., 97%), an interim investigation is required to be carried out by the Fund Actuary, unless the next scheduled investigation is due within six months.

Below is the estimated VBI updated to 31 December 2024.



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ORDINARY COUNCIL MEETING

30 JUNE 2025

**Income Statement**

This Statement outlines our income sources for the reporting period under headings such as general rates and garbage charges, and the day-to-day expenses incurred to run Council. These expenses do not include capital expenditure, but they do include depreciation and amortisation of assets. Expenses include labour costs, materials and supplies, and utility and insurance costs.

The bottom line is the result for the reporting period. This figure equals total income minus total expenses, which indicates whether we’ve operated at a surplus or a deficit (a figure inside brackets is a deficit).

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

**No forecast adjustments for May 2025**

## OFFICIAL

## ORDINARY COUNCIL MEETING

30 JUNE 2025

## Income Statement

*for the period ending 31 May 2025*

	2024-25 Year to Date Actual	2024-25 Year to Date Budget	2024-25 Year to Date Variance	2024-25 Year to Date Variance	2024-25 Previous Month End Forecast	2024-25 Current Month Forecast	2024-25 Forecast Movement	2024-25 Annual Budget	2024-25 Budget Forecast Variance
	\$ 000's	\$ 000's	\$ 000's	(%)	\$ 000's	\$ 000's	\$ 000's	\$ 000's	(%)
<b>Income from Ordinary Activities</b>									
General Rates	113,869	113,854	15	0.0%	113,987	113,987	-	114,004	(0.0%)
Supplementary Rates	1,060	800	260	0.0%	1,062	1,062	-	800	32.8%
Waste & Recycling Charges	27,263	27,142	120	0.4%	27,404	27,262	(141)	27,145	0.4%
Grants (Operating & Capital)	32,602	27,430	5,172	18.9%	33,099	32,949	(150)	28,861	14.2%
Interest Received	3,055	1,467	1,589	108.3%	2,540	2,906	367	1,600	81.6%
User Fees	26,333	24,940	1,393	5.6%	28,022	27,855	(167)	27,172	2.5%
Statutory Fees & Fines	10,888	9,348	1,540	16.5%	9,974	9,974	-	9,942	0.3%
Contributions (Monetary)	6,667	4,883	1,784	36.5%	6,626	6,696	70	5,000	33.9%
Other Income	2,617	1,118	1,499	134.1%	2,295	2,417	122	1,626	48.7%
<b>Total Income from Ordinary Activities</b>	<b>224,355</b>	<b>210,982</b>	<b>13,371</b>	<b>6.34%</b>	<b>225,009</b>	<b>225,109</b>	<b>100</b>	<b>216,151</b>	<b>4.1%</b>
<b>Expenses from Ordinary Activities</b>									
Employee Costs	85,330	88,007	2,677	3.0%	93,535	93,607	(72)	94,847	1.3%
Materials & Consumables	4,260	4,719	458	9.7%	5,108	5,081	28	5,216	2.6%
Contractor Payments	47,858	46,779	(1,079)	(2.3%)	60,440	60,325	116	51,479	(17.2%)
Maintenance	7,488	7,534	46	0.6%	8,271	8,171	100	8,388	2.6%
Utility Services	4,288	4,621	333	7.2%	5,179	5,208	(30)	5,132	(1.5%)
Insurances	2,053	1,875	(178)	(9.5%)	2,061	2,061	-	1,898	(8.6%)
Other Expenses	7,190	7,015	(175)	(2.5%)	7,307	7,143	164	7,413	3.6%
Grants & Subsidies	1,224	1,377	153	11.1%	1,502	1,502	-	1,511	0.6%
Borrowing Costs	2,277	2,148	(129)	(6.0%)	2,385	2,468	(83)	2,343	(5.3%)
<b>Total Expenses from Ordinary Activities</b>	<b>161,968</b>	<b>164,075</b>	<b>2,107</b>	<b>1.3%</b>	<b>185,787</b>	<b>185,566</b>	<b>221</b>	<b>178,228</b>	<b>(4.1%)</b>
<b>Surplus/(deficit) before non operational activities</b>	<b>62,387</b>	<b>46,907</b>	<b>15,479</b>	<b>33.0%</b>	<b>39,222</b>	<b>39,543</b>	<b>321</b>	<b>37,923</b>	<b>4.3%</b>
<b>Non-operational Activities</b>									
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	485	426	58	13.7%	398	398	-	465	(14.4%)
Written Down Value of Assets Sold/Disposed	343	1,534	1,191	0.0%	1,783	1,783	-	1,674	(6.5%)
Depreciation & Amortisation	27,265	26,055	(1,209)	(4.6%)	28,338	28,338	-	28,424	0.3%
<b>Surplus/(deficit) for the period</b>	<b>35,264</b>	<b>19,744</b>	<b>15,519</b>	<b>78.6%</b>	<b>9,500</b>	<b>9,821</b>	<b>321</b>	<b>8,290</b>	<b>18.5%</b>

## OFFICIAL

## ORDINARY COUNCIL MEETING

30 JUNE 2025

## Balance Sheet

*for the period ending 31 May 2025*

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 2023-24	Annual Budget 2024-25	Annual Forecast 2024-25	Year to Date Actual 2024-25	Previous Month End Actuals
	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	58,627	47,105	50,418	75,784	68,852
Trade and Other Receivables	22,083	22,407	22,083	36,973	53,309
Other Assets	6,063	5,956	6,063	5,318	4,787
<b>Total Current Assets</b>	<b>86,773</b>	<b>75,468</b>	<b>78,564</b>	<b>118,075</b>	<b>126,949</b>
<b>Non-Current Assets</b>					
Property, Infrastructure, Plant and Equipment	2,703,210	2,841,809	2,719,230	2,735,285	2,713,430
Right-of-use-assets	1,776	948	1,776	1,775	1,775
Intangible Assets	907	1,802	907	585	614
Investments in Joint Operations	282	272	282	282	282
Other Financial Assets	5	5	5	5	5
<b>Total Non-Current Assets</b>	<b>2,706,180</b>	<b>2,844,837</b>	<b>2,722,200</b>	<b>2,737,932</b>	<b>2,716,106</b>
<b>TOTAL ASSETS</b>	<b>2,792,953</b>	<b>2,920,305</b>	<b>2,800,764</b>	<b>2,856,007</b>	<b>2,843,055</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Trade and Other Payables	13,626	18,756	15,201	16,760	16,143
Trust Funds and Deposits	23,892	21,088	23,892	30,386	30,044
Unearned Income	3,931	3,437	3,931	-	-
Provisions	14,780	15,160	14,780	13,219	13,079
Interest-Bearing Liabilities	2,066	2,780	2,780	1,984	1,992
Lease Liabilities	693	542	542	693	693
<b>Total Current Liabilities</b>	<b>58,988</b>	<b>61,762</b>	<b>61,126</b>	<b>63,042</b>	<b>61,952</b>
<b>Non-Current Liabilities</b>					
Provisions	1,173	1,003	1,173	1,260	1,260
Interest-Bearing Liabilities	59,771	56,424	56,424	58,097	58,263
Lease Liabilities	1,373	571	571	1,373	1,373
Other Liabilities - Joint Operations	4,753	4,370	4,753	4,753	4,753
<b>Total Non-Current Liabilities</b>	<b>67,070</b>	<b>62,368</b>	<b>62,921</b>	<b>65,483</b>	<b>65,649</b>
<b>Total Liabilities</b>	<b>126,058</b>	<b>124,130</b>	<b>124,047</b>	<b>128,525</b>	<b>127,601</b>
<b>Net Assets</b>	<b>2,666,897</b>	<b>2,796,174</b>	<b>2,676,717</b>	<b>2,727,482</b>	<b>2,715,454</b>
<b>Equity</b>					
Accumulated Surplus	1,008,492	1,014,788	1,018,313	1,038,589	1,050,604
Asset Revaluation Reserve	1,636,056	1,756,508	1,636,056	1,661,381	1,637,435
Public Open Space Reserve	21,088	24,878	21,088	26,252	26,155
Strategic Asset Development Reserve	1,260	-	1,260	1,260	1,260
<b>Total Equity</b>	<b>2,666,897</b>	<b>2,796,174</b>	<b>2,676,717</b>	<b>2,727,482</b>	<b>2,715,454</b>

## OFFICIAL

ORDINARY COUNCIL MEETING

30 JUNE 2025

**Capital Works Program*****for the period ending 31 May 2025***

This represents our portfolio of capital projects that have been adopted and formally approved by Council as part of the 2024-25 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 to the current year's budget allocation.

As at the end of May 2025, the total capital works expenditure forecast for 2024-25 is expected to be \$47.26m, represented by:

- New capital works projects as per the adopted 2024-25 Budget \$35.12m
- Carry forward projects from 2023-24 \$4.98m
- Accumulated project forecast adjustments \$7.16m

Forecast adjustments for May 2025:

- \$100k increase for the detailed design work of Getting off Gas GESAC Program
- \$30k increase for Activity Centre Minor Improvements Program funded by Local Roads and Community Infrastructure Program.
- \$216k project savings in Fleet & Plant Replacement Program.

The annual forecast in May is reduced by \$86k.

***Carry Forward Projects***

Carried forward projects relate to projects that were either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. At this stage, Council is estimating to carry forward approximately \$6.6m to the 2025-26 financial year relating to:

- Packer Park Pavilion Upgrade - \$1.8m
- Intersection Safety - Patterson Road / Tucker Road Intersection - \$1.35m
- Getting off Gas Program - \$616k
- Bentleigh Reserve - Western Masterplan Multi-Purpose Facility - \$400k
- Fleet & Plant Replacement Program - \$400k
- Pawfield Park Upgrade - \$295k
- Disability Discrimination Act Works - \$270k
- Pedestrian Safety - \$252k
- Velodrome Resurfacing - Packer Park - \$250k
- Town Hall Refurbishment - \$242k
- LXRP Tree Planting Project - \$208k
- Open Space Strategy Implementation (Caulfield Park seating walls) - \$170k
- Lord Reserve Sports Ground Lighting Upgrade Program - \$150k
- Mackie Road Reserve Pavilion Redevelopment - \$100k
- Other Minor Programs - \$120k



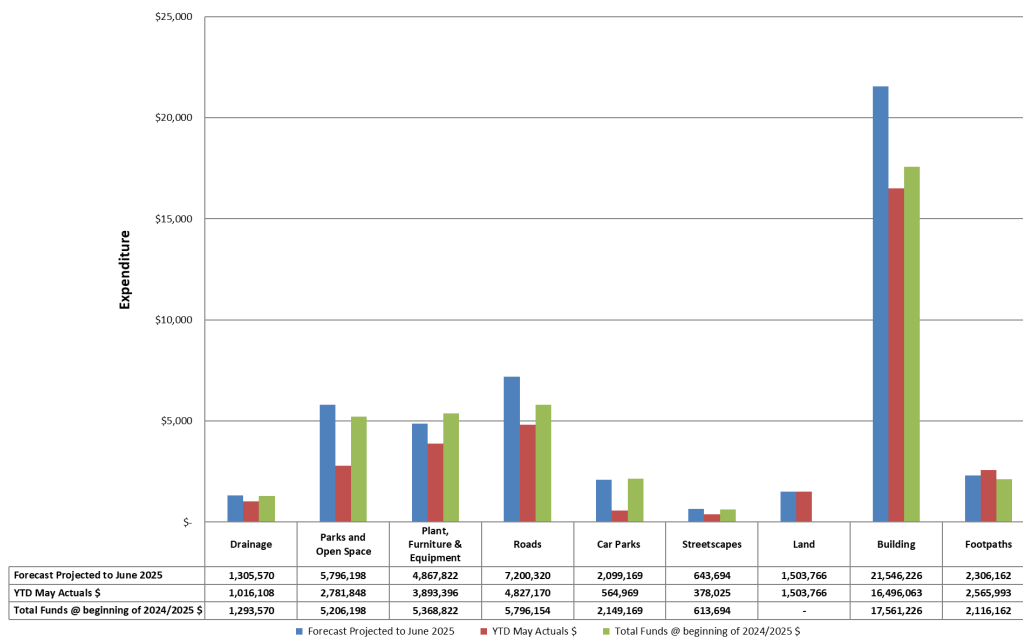
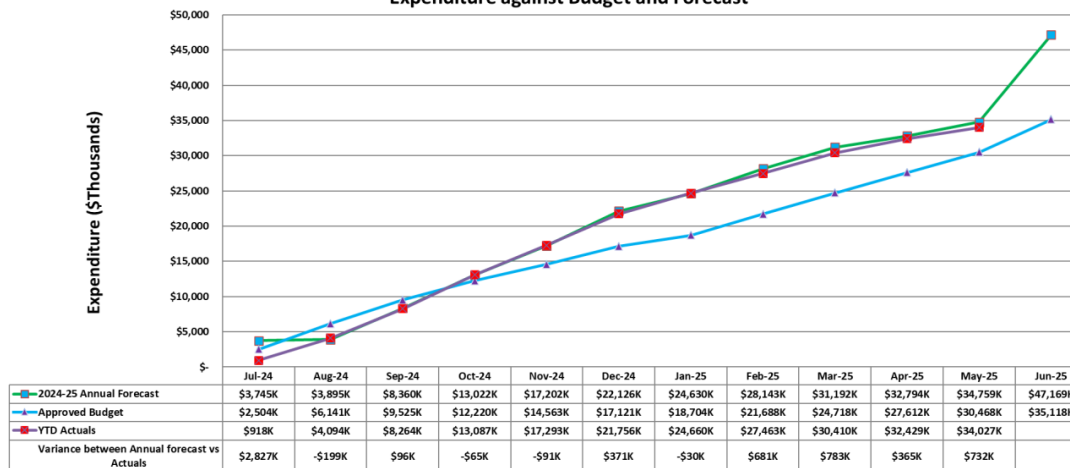
## OFFICIAL

## ORDINARY COUNCIL MEETING

30 JUNE 2025

**Capital Works Performance Graphs**

The below graphs reflect the 2024-25 budget allocations for the main asset category and monthly expenditure against budget and forecast.

**Capital Spend by Asset Category****Expenditure against Budget and Forecast**

The May capital expenditure is behind the capital forecast by \$732k. This is mainly due to delays with sustainability projects (\$732k) and community safety projects (\$497k) which are offset by the projects that are ahead of schedule including renewals (\$459k), community facilities (\$80k) and recreation and open space (\$37k). The variances are primarily due to timing differences. The majority of the project costs are expected to be incurred in June. However, some project delays will require certain unspent funds to be carried over into the next financial year.

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## ORDINARY COUNCIL MEETING

30 JUNE 2025

Capital Works Program Expenditure for period ending 31 May 2025								
Description	2024-25 Adopted Capital Budget	2024-25 Carry Forwards from 2023-24	2024-25 Budget Plus Carry Forwards	2024-25 Adjustments	2024-25 Annual Forecast	2024-25 Year To Date Actual Expenditure	2024-25 Year To Date Forecast	2024-25 Year To Date Variance
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b><u>STRATEGIC PROJECTS</u></b>								
CYCLING ACTION PLAN	150,000	-	150,000	-	150,000	84,866	90,000	5,134
QUEENS AVENUE CYCLING PROJECT	0	-	0	1,400,000	1,400,000	1,398,834	1,400,000	1,166
SHOPPING/ACTIVITY CENTRE IMPROVEMENT	-	423,694	423,694	30,000	453,694	277,448	282,550	5,102
INTEGRATED TRANSPORT STRATEGY	30,000	-	30,000	-	30,000	27,273	30,000	2,727
BETTER STREETS BETTER PLACES PROGRAM	120,000	-	120,000	-	120,000	67,470	70,000	2,530
STRUCTURE PLANNING PROJECTS	70,000	-	70,000	-	70,000	33,107	70,000	36,893
<b>TOTAL STRATEGIC PROJECTS</b>	<b>370,000</b>	<b>423,694</b>	<b>793,694</b>	<b>1,430,000</b>	<b>2,223,694</b>	<b>1,888,999</b>	<b>1,942,550</b>	<b>53,551</b>
<b><u>TRANSFORMATION &amp; TECHNOLOGY</u></b>								
INFORMATION SYSTEMS	775,000	-	775,000	-	775,000	402,773	438,772	35,999
<b>TOTAL TRANSFORMATION &amp; TECHNOLOGY</b>	<b>775,000</b>	<b>-</b>	<b>775,000</b>	<b>-</b>	<b>775,000</b>	<b>402,773</b>	<b>438,772</b>	<b>35,999</b>
<b><u>RECREATION AND OPENSACE</u></b>								
OPEN SPACE STRATEGY INITIATIVES	250,000	379,524	629,524	1,903,766	2,533,290	1,710,052	1,711,373	1,321
RECREATION PROGRAM	2,207,635	110,000	2,317,635	20,000	2,337,635	1,173,640	1,149,838	(23,802)
SPORTSGROUND LIGHTING UPGRADE	416,500	-	416,500	-	416,500	304,562	289,190	(15,372)
<b>TOTAL RECREATION AND OPENSACE</b>	<b>2,874,135</b>	<b>489,524</b>	<b>3,363,659</b>	<b>1,923,766</b>	<b>5,287,425</b>	<b>3,188,255</b>	<b>3,150,401</b>	<b>(37,854)</b>
<b><u>COMMUNITY FACILITIES</u></b>								
BUILDING IMPROVEMENTS	-	242,000	242,000	-	242,000	325	325	-
PARK PAVILION UPGRADE	2,500,000	-	2,500,000	-	2,500,000	79,977	212,000	132,023
CARNEGIE MEMORIAL SWIMMING POOL	11,500,000	1,200,000	12,700,000	3,900,000	16,600,000	15,513,894	15,300,000	(213,894)
<b>TOTAL COMMUNITY FACILITIES</b>	<b>14,000,000</b>	<b>1,442,000</b>	<b>15,442,000</b>	<b>3,900,000</b>	<b>19,342,000</b>	<b>15,594,196</b>	<b>15,512,325</b>	<b>(81,871)</b>
<b><u>SUSTAINABILITY</u></b>								
SUSTAINABILITY INITIATIVES	433,450	231,224	664,674	138,698	803,372	91,770	350,000	258,230
SOLAR POWER PANEL	156,980	-	156,980	-	156,980	138,014	153,415	15,401
BICYCLE PARKING IMPLEMENTATION	20,000	-	20,000	-	20,000	4,545	20,000	15,455
URBAN FOREST STRATEGY	400,000	-	400,000	295,000	695,000	262,532	695,000	432,468
<b>TOTAL SUSTAINABILITY</b>	<b>1,010,430</b>	<b>231,224</b>	<b>1,241,654</b>	<b>433,698</b>	<b>1,675,352</b>	<b>496,862</b>	<b>1,218,415</b>	<b>721,553</b>
<b><u>COMMUNITY SAFETY</u></b>								
TRANSPORT PLANNING	2,723,550	637,679	3,361,229	194,166	3,555,395	815,337	1,313,298	497,961
<b>TOTAL COMMUNITY SAFETY</b>	<b>2,723,550</b>	<b>637,679</b>	<b>3,361,229</b>	<b>194,166</b>	<b>3,555,395</b>	<b>815,337</b>	<b>1,313,298</b>	<b>497,961</b>

## OFFICIAL

## ORDINARY COUNCIL MEETING

30 JUNE 2025

<b>Capital Works Program Expenditure for period ending 31 May 2025 (continued)</b>								
Description	2024-25 Adopted Capital Budget	2024-25 Carry Forwards from 2023-24	2024-25 Budget Plus Carry Forwards	2024-25 Adjustments	2024-25 Annual Forecast	2024-25 Year To Date Actual Expenditure	2024-25 Year To Date Forecast	2024-25 Year To Date Variance
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
<b>RENEWALS</b>								
INFORMATION SYSTEMS	860,000	120,000	980,000	-	980,000	786,453	405,594	(380,859)
VEHICLE REPLACEMENT	1,000,000	566,285	1,566,285	(516,000)	1,050,285	884,057	925,450	41,393
FIRE COMPONENT RENEWAL	-	172,572	172,572	35,734	208,306	115,290	172,572	57,282
BUILDING IMPROVEMENTS	825,000	-	825,000	(50,734)	774,266	474,117	464,800	(9,317)
STRUCTURAL RENEWALS	300,000	-	300,000	(70,118)	229,882	53,022	188,000	134,978
SENIOR CITIZEN BUILDINGS	52,020	-	52,020	-	52,019	43,688	52,019	8,331
LIBRARY COLLECTIONS	965,826	-	965,826	-	965,826	816,515	858,708	42,193
FOOTPATH PROGRAM	1,963,235	-	1,963,235	190,000	2,153,235	2,530,036	2,124,072	(405,964)
KERB & CHANNEL REPLACEMENT PROGRAM	221,899	-	221,899	-	221,899	258,576	221,899	(36,677)
ROAD REHABILITATION PROGRAM	1,200,000	308,355	1,508,355	-	1,508,355	779,429	826,668	47,239
DRAINAGE IMPROVEMENTS	1,255,000	38,570	1,293,570	12,000	1,305,570	1,016,108	805,465	(210,643)
GLENWORKS PROGRAM	1,655,719	-	1,655,719	(190,000)	1,465,719	1,369,736	1,465,719	95,983
RIGHT OF WAY IMPROVEMENTS	450,000	-	450,000	-	450,000	196,442	343,500	147,058
LOCAL AREA TRAFFIC MANAGEMENT	150,000	8,554	158,554	-	158,554	71,081	120,000	48,919
CAR PARKS RENEWAL PROGRAM	50,000	492,494	542,494	(50,000)	492,494	421,976	492,494	70,518
OPEN SPACE STRATEGY INITIATIVES	100,000	-	100,000	30,000	130,000	-	-	-
RECREATION PROGRAM	544,606	-	544,606	(150,000)	394,606	177,133	138,000	(39,133)
AQUATIC CENTRE REDEVELOPMENT	804,581	-	804,581	-	804,581	777,129	625,693	(151,436)
PARKS MINOR CAPITAL WORKS	700,358	-	700,358	(5,000)	695,358	582,694	624,622	41,928
SHADE STRUCTURES	17,575	-	17,575	-	17,575	8,200	17,575	9,375
ATHLETIC TRACK UPGRADE	80,000	-	80,000	-	80,000	66,800	64,000	(2,800)
RESIDENTIAL AGED CARE MINOR IMPROVEMENTS	170,000	55,110	225,110	15,000	240,110	182,780	215,000	32,220
PARK PAVILION UPGRADE	-	-	-	31,420	31,420	29,655	31,420	1,765
<b>TOTAL RENEWALS</b>	<b>13,365,819</b>	<b>1,761,940</b>	<b>15,127,759</b>	<b>(717,698)</b>	<b>14,410,060</b>	<b>11,640,918</b>	<b>11,183,270</b>	<b>(457,649)</b>
<b>TOTAL CAPITAL WORKS EXPENDITURE</b>	<b>35,118,934</b>	<b>4,986,061</b>	<b>40,104,995</b>	<b>7,163,932</b>	<b>47,268,926</b>	<b>34,027,339</b>	<b>34,759,031</b>	<b>731,691</b>

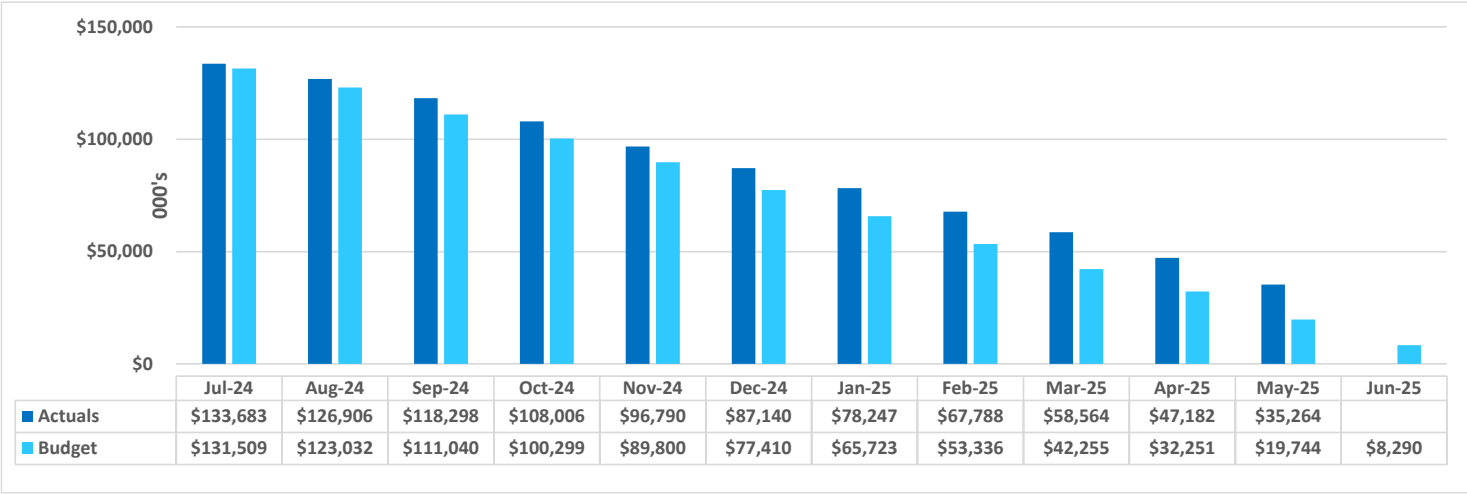
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Performance Graphs

Financial Performance  
for the period ending 31 May 2025



The May 2025 year to date financial performance was \$15.52m higher than the year-to-date budget mainly due to:

- Better than anticipated income received for Grants \$5.17m, Contributions \$1.78m, Interest Received \$1.59m, Statutory Fees \$1.54m and Other Income \$1.5m.
- Favourable variances in expenditure items including Employee Costs \$2.68m, Materials and Consumables \$458k, Utility Services \$333k and Grants and Subsidies \$153k. These are offset by an increase in Contractor Payments \$1.08m, Insurances \$178k, Other Expenses \$175k and Borrowing Costs \$129k.

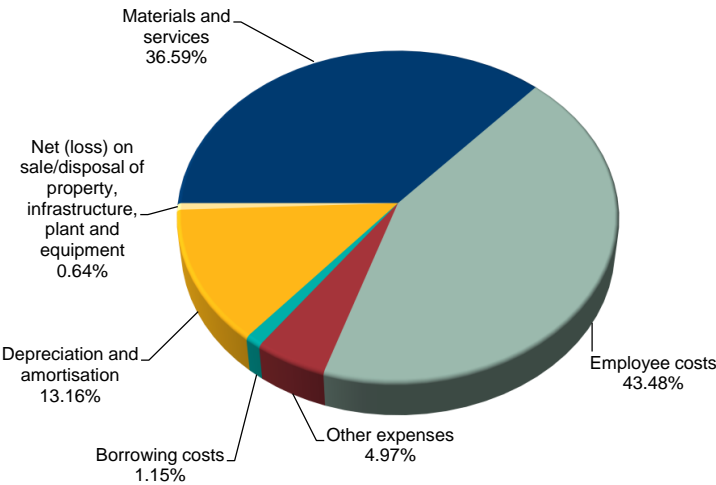
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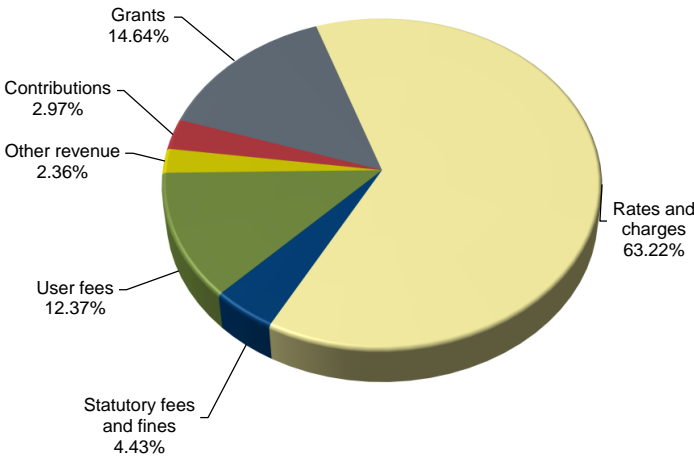
30 JUNE 2025

**Financial Performance**  
*for the period ending 31 May 2025*

**2024-25 Forecast categories of expenditure**



**2024-25 Forecast sources of income**

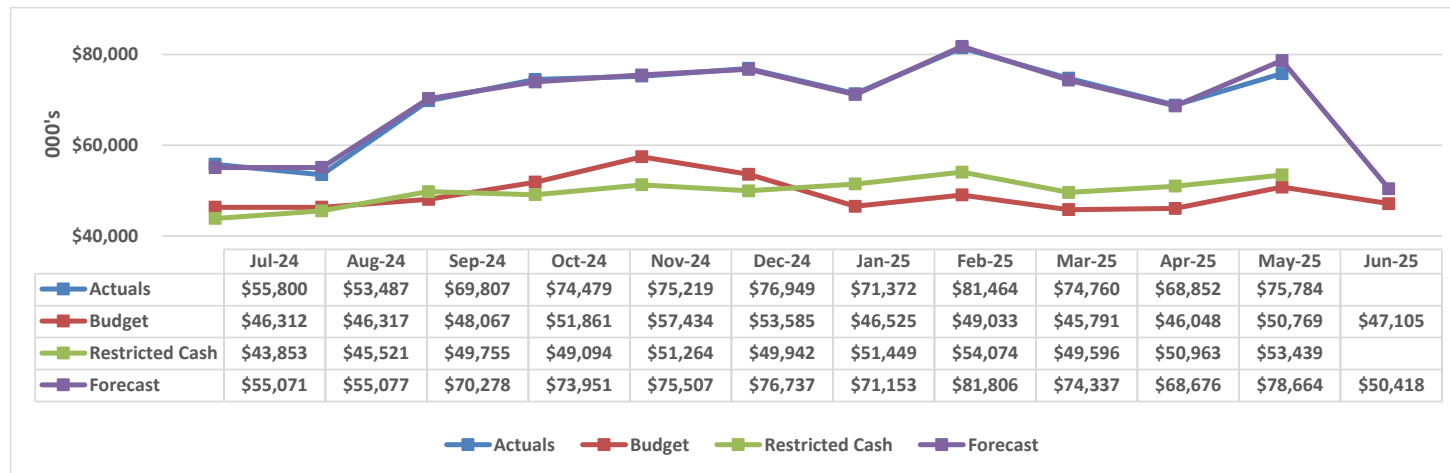


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ORDINARY COUNCIL MEETING

30 JUNE 2025

**Cash and Investments**  
**for the period ending 31 May 2025**



- Cash Balance – Council's year to date cash balance of \$75.78m is above budget for the current month. Council's forecast position to June 2025 of \$50.42m has been adjusted to reflect the movements in Council's Income Statement and Capital Works Program forecast adjustments.
- Restricted Cash – Council has cash assets that are subject to restrictions. Restricted funds as at 31 May 2025 is \$53.44m, this includes: residential aged care deposits of \$17.05m, trust funds and deposits of \$7.32m (including asset protection permits), open space reserve of \$26.25m and Fire Services Property Levy of \$2.82m. Noting that the open space (\$26.25m) is not held in cash reserve.
- Return on Investments – Council has achieved an average return on investments of 3.85% for the month of May 2025.

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30 JUNE 2025

**Rates Income and Debtors**  
**for the period ending 31 May 2025**

**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 2024-25 was set at forecast CPI of 2.75% (3.5% for 2023-24).

**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 31 May 2025.

Rate Debtors	2024-2025 Year to date
	<b>\$'000</b>
Arrears Brought Forward	15,597
Credits Brought Forward	(1,448)
2024-25 Rates & Garbage Generated	140,598
2024-25 Fire Services Property Levy	19,795
<b>Total Rates &amp; Charges</b>	<b>174,542</b>
<b>Payments/Adjustments:</b>	
Glen Eira Pension Rebate	(67)
State Government Rebate	(1,647)
Fire Services Property Levy Rebate	(317)
Receipts	(148,002)
Interest	343
Supplementary Valuations	1,954
Adjustments	(436)
<b>Total Payments/Adjustments</b>	<b>(148,173)</b>
<b>Rates &amp; Charges Balance at Month End</b>	<b>26,369</b>

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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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30 JUNE 2025

**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.

## OFFICIAL

## ORDINARY COUNCIL MEETING

30 JUNE 2025

## Financial Strategy (continued)

Monthly Report Relative to Financial Strategy

Financial Sustainability Risk Indicators	Objective	Audited 2023-2024 Actuals	Audited Risk 2023-2024	2024-2025 Annual Budget as at 30 June 2025	2024-2025 Annual Forecast as at 30 June 2025	2024-2025 Risk based on Annual Forecast as at 30 June 2025	Comment
(1) Net Result	To generate surpluses consistently greater than 0%.	4.08%	Low	3.84%	4.36%	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 to be more than 5%.	0.05%	Medium	-0.30%	0.42%	Medium	Council anticipates a low underlying result during 2024-25. This has decreased compared to budget due to the transition costs for our in-home and social support services, however this change will have a positive impact for future years.
(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.	1.47	Low	1.22	1.29	Low	Council's forecast to 30 June 2025 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%.	56%	High	99%	99%	Medium	Council is restricted in generating cash to fund new assets.
(5) Indebtedness	Lower than 40% relates to the ability to repay debt from own-source revenue.	37.72%	Low	34.21%	33.93%	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.	2.82	Low	1.51	1.67	Low	Council operates at a low level of risk with respect to capital replacement.
(7) Renewal Gap	To ensure there is sufficient spending on Council's asset base. Low risk indicator is to be greater than 1.0.	2.15	Low	1.24	1.24	Low	Council spends sufficient funds on its asset base.

## 10.9 AUDIT AND RISK COMMITTEE MINUTES

**Author:** John Vastianos, Chief Financial Officer

**Director:** Rebecca McKenzie, Chief Executive Officer

**Trim No:** 25/1175280

**Attachments:** 1. Audit and Risk Committee Minutes - 30 May 2025 [↓](#)

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### 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 30 May 2025 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 the meeting held on 30 May 2025, the Audit and Risk Committee considered several key topics. These included:

- **Directorate Risk Review of Community Wellbeing:** The Committee examined the risks associated with the Community Wellbeing directorate, identifying potential areas for improvement and mitigation strategies.
- **Risk Review of Libraries, Arts and Culture:** A detailed review of risks within the Libraries and Learning Centres business unit was conducted, focusing on enhancing risk management practices in these areas.
- **Risk Management Framework and Risk Appetite:** The Committee reviewed the current risk management framework, action plan and discussed the Council's risk appetite, ensuring alignment with strategic objectives and operational activities.
- **Strategic Risks and Treatment Plans:** Updates on strategic risks and their treatment plans were presented with a risk assurance map.
- **IT Update:** Including areas such as Cyber Security, Information Management and Technology and Digital Strategy.
- **Internal Audit Reviews:** The Committee considered recommendations from internal audits on IT cyber security, the post-implementation review of the Council's telephony project, and immunisation practices.
- **Proposed 2025-26 Internal Audits:** The draft internal audit plan for the 2025-26 financial year was presented and discussed, outlining the key areas of focus for upcoming audits.
- **Year-End:** 2024-25 year-end matters including asset valuations, key changes and the interim management letter from the Victorian Auditor-General's Office (VAGO) external audit were discussed.
- **Corporate Governance:** The Committee reviewed the quarterly corporate governance report, which included key metrics on corporate governance compliance.
- **Clayton South Regional Landfill:** The Committee noted information on the Clayton Landfill addressing the status of Environmental Action Notices, site management and construction updates, financial contributions and governance review.

- **Councillor Expenses:** The Committee reviewed the expenses incurred by councillors, ensuring compliance with relevant policies and regulations.
- **Sector Updates:** The Committee received updates from both Council's internal and external auditors on sector trends and best practice.

## RECOMMENDATION

That Council adopts the minutes of the Audit and Risk Committee meeting held on 30 May 2025 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 1: Well informed, transparent decisions and highly valued services. We build trust through engaging with our community, delivering quality services and making evidence-based 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 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.

Ultimately, the Committee's efforts contribute to building public trust and confidence in the Council's ability to manage its responsibilities effectively and ethically.



GLEN EIRA  
CITY COUNCIL

# GLEN EIRA CITY COUNCIL AUDIT AND RISK COMMITTEE

Minutes of Friday, 30 May 2025

## Yarra Yarra Room 8:00am in-camera session, 8:30am meeting for Officers

### Committee Attendees:

#### *Committee Members*

##### *Independent Members*

- Lisa Tripodi, Independent Member
- Craig Geddes, Chairperson
- Menchi Schneier, Independent Member

##### *Councillors*

- Mayor Simone Zmood, Committee appointed Member
- Cr Luca Ragni, Committee appointed Member
- Cr Kay Rimbaldo, Committee appointed Substitute Member

##### *Internal Auditors (HLB Mann Judd Advisory & Accounting)*

- Kapil Kukreja, Partner Risk Assurance and Consulting
- Amrit Kaur, Assistant Manager IT Audit

##### *External (Victorian Auditor-General's Office - VAGO)*

- Thamali Jayasekera, Manager Financial Audit

##### *Council Officers*

- Claire Wynn, Coordinator Risk Management
- Deidre Pellizzer, Manager Libraries, Arts & Culture
- Diana Vaynrib, Manager Risk & Governance
- Harley Moraitis, Manager Life Stages
- Jane Price, Director Community Wellbeing
- John Vastianos, Chief Financial Officer
- Kellie Vise, Director Customer & Corporate Affairs
- Paul Barrett, Chief Information Officer
- Rebecca McKenzie, Chief Executive Officer
- Rosa Zouzoulas, Director Planning & Place
- Sally Hao, Asset Accountant
- Stav Athanasopoulos, Coordinator Planning & Building Business Support
- Will Armstrong, Coordinator Technology Services

##### *Apologies*

- Travis Derricott, Sector Director, Financial Audit

##### *Minutes*

- Alon Milstein, Coordinator Financial Accounting

## AUDIT AND RISK COMMITTEE MEETING MINUTES

30 MAY 2025

**AUDIT AND RISK COMMITTEE MINUTES****Friday, 30 May 2025  
8:00 AM (Yarra Yarra Room)**

The Committee and the CEO met at 8am in-camera in discussion of broad issues facing Council and the risk elements thereof. Mr Kukreja from HLB Mann Judd (internal auditors) joined the in-camera discussion at 8:20am.

**1. ACKNOWLEDGEMENT OF COUNTRY, WELCOME AND APOLOGIES**

At 8:30am, the Chairperson commenced the Audit and Risk Committee meeting with an Acknowledgement of Country, setting a respectful tone for the session. Apologies were noted from Mr Derricott, and the Mayor took a moment to express heartfelt gratitude for Rebecca McKenzie's outstanding service and contributions to the Committee. These sentiments were warmly echoed by the Chairperson, who praised the Glen Eira Council as one of the best in the sector.

**2. DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT****2.1 DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT**

The Chairperson asked if there were any further updates to the register to be declared and whether any person present was aware of any breaches of any *Local Government Act 2020*, or any other irregularity or matters which should be brought before the Committee.

Ms Tripodi informed the Committee of her appointment as an Independent Member to the City of Whittlesea's Audit and Risk Committee in December 2024. Mr Schneier also informed the Committee of his change in position from Independent Member to Director of the Melbourne Jewish Charity Fund. These changes will be reflected in the Disclosure of Interests Register at the next Committee Meeting.

No breaches, irregularities or matters were reported.

The Committee noted 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 the following agenda items be taken as read and recommendations accepted as recorded:

- 7.1 – Financial Performance
- 8.1.3 – Risk Reporting Schedule
- 8.2.2 – Clayton South Regional Landfill
- 10.1 – Corporate Governance Report
- 10.2 – Performance Audit & Other Integrity Agencies (VAGO)
- 10.3 – Councillor Expenses
- 10.4 – Emergency Services & Volunteer Fund
- 11.1 – Sector Report (Internal Auditor)
- 12.5 – Status of Internal Audit Actions
- 12.6 – Internal Audit Activity Report
- 13.2 – Status of External Audit Actions

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****30 MAY 2025**

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- 14.1 – 2025 Committee Work Plan

**4. MINUTES OF PREVIOUS MEETING 21 FEBRUARY 2025**

The minutes of the previous Audit and Risk Committee meeting held on 21 February 2025 were confirmed.

**5. PROBITY DECLARATION****5.1 PROBITY DECLARATION REPORT**

The Committee noted the Probity Declaration Report.

**6. ACTION ITEMS ARISING FROM MINUTES****6.1 ACTION ITEMS ARISING FROM MINUTES**

The Committee approved items that have been actioned to be removed from the list and any outstanding issues carried over to the Committee meeting.

**7. FINANCIAL AND PERFORMANCE REPORTING****7.1 FINANCIAL PERFORMANCE \***

The Committee noted Council's current financial performance to date including the VAGO financial sustainability indicators which had 2 medium rated risks and 5 low rated risks.

**7.2 2024-25 FINANCIAL REPORT (ASSET VALUATIONS)**

The Chairperson welcomed Ms Hao to the meeting at 10:40am.

Ms Hao provided an overview of the expected movement in the 2024-25 year-end accounts for asset revaluations relating to infrastructure assets and the approach taken to the revaluations, and the indexations applied by asset classes.

Ms Hao explained that the assessments were conducted in accordance with the provisions of *AASB 116 Property, Plant and Equipment*, which mandates regular revaluations to ensure that the carrying amounts do not differ materially from the fair values. The impact of the amendments to *AASB 13 Fair Value Measurement* had been assessed by officers. The CFO and the Finance Team have discussed these indexations and materiality thresholds with VAGO during the interim audit review. VAGO indicated that an assessment is underway.

Ms Tripodi thanked the Finance Team for their efforts in preparing a clear and detailed overview, which supported the Committee's understanding ahead of the year-end process.

The Committee noted the impact of the asset revaluations and the amendments to *AASB 13 Fair Value Measurement* for the draft 2024-25 Financial Statements.



**AUDIT AND RISK COMMITTEE MEETING MINUTES****30 MAY 2025****7.3 2024-25 FINANCIAL REPORT (KEY CHANGES)**

Mr Milstein provided an overview of the key changes to the 2024-25 Draft Financial Statements which included updated disclosure relating to: Interest-Bearing Liabilities, Fair Value Measurement, Accounting Standards and Superannuation.

The CFO mentioned that there will be adequate disclosures where required relating to elected councillors, opening of the Carnegie Memorial Swimming Pool and the transition of in-home support to Bayside Council. If there are any significant developments that affect the year-end accounts, the CFO will notify the Audit and Risk Committee accordingly.

The Committee noted key changes to the 2024-25 Draft Financial and Performance Statements.

Ms Hao left the meeting at 10:50am.

**8. RISK MANAGEMENT****8.1. ORGANISATIONAL RISKS****8.1.1 RISK MANAGEMENT FRAMEWORK, RISK APPETITE & RISK PLAN**

The Chairperson welcomed Ms Wynn and Ms Vaynrib to the meeting at 10:25am.

Ms Wynn explained that there were minor administrative updates to Council's Risk Management Framework, Risk Appetite and the 2025-2026 Annual Risk Management Action Plan and that a full review of the documents will be undertaken in 2026 in line with the Risk Management Framework.

The Committee noted the update on Council's Risk Management Framework, Risk Appetite and the annual Risk Management Action Plan.

**8.1.2 STRATEGIC RISKS & TREATMENT PLANS (INC. ASSURANCE MAP)**

Ms Wynn presented an overview of updates to the Strategic Risks Register and the status of Treatment Plans. The content of the Strategic Risk Register and assurance activities in the Risk Assurance Map were reviewed and updated by Risk and Control Owners in April 2025. On 15 April 2025, the Executive Team reviewed the Strategic Risk Register and re-assessed the risk ratings for each individual risk.

The Committee noted the updates to Council's Strategic Risks and Strategic Risk Assurance Map.

The Chairperson requested that a risk maturity update be provided to the Committee at a future meeting.

Ms Vise, Ms Vaynrib and Ms Wynn left the meeting at 10:40am.

**8.1.3 RISK REPORTING SCHEDULE \***

The Committee noted the Directorate and Department Risk Reporting Program, acknowledging that the reporting schedule has been amended to reflect departments rather than business units as the primary reporting areas, a change aimed at enhancing alignment with operational structures and improving the clarity and accountability of risk oversight.

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AUDIT AND RISK COMMITTEE MEETING MINUTES30 MAY 2025

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**8.1.4 DIRECTORATE RISK REPORT (COMMUNITY WELLBEING)**

Ms Price presented an overview of the Community Wellbeing Directorate which has responsibility for providing a range of services to the Glen Eira community. The Directorate was the subject of a directorate restructure in October 2024, which resulted in a reduction in the number of departments from four to three. The Directorate now includes three departments:

- Community and Economic Development
- Libraries, Arts and Culture
- Life Stages

In addition, a new Strategic Community Planning function has been created within the directorate.

The Directorate has one strategic risk which is the failure to manage residential aged care. There are a range of controls in place to manage the strategic risk, however, there are a range of contributors to the risk that are largely outside of the control which officers are working towards mitigating these risks.

There are 34 Community Wellbeing Directorate operational risks which continue to be managed well by each respective department, with current controls ensuring that the forecasted risk rating remains stable.

The Committee noted the Risk Report for the Community Wellbeing Directorate.

**8.1.5 RISK REPORT (LIBRARIES, ARTS & CULTURE)**

Ms Pellizzer presented an overview of Libraries, Arts and Culture business unit which aims to support the objectives of the Community Vision and Plan by providing services, programs and events that foster lifelong learning, creative community participation and contribute to a sense of place. The Arts and Culture services include three main areas: Events and Programming, Gallery and Visual Arts and History and Heritage. Glen Eira Libraries provide opportunities for learning, literacy, digital resources, and creativity for the community.

The main areas of risk discussed included:

- Disruption to on-site service operations at library or gallery site/s
- Funding shortfalls from State and Local government
- Workplace injury to staff
- Staff member/library user assaulted by a member of the public (verbal or physical)
- Privacy breach
- Loss of library materials and damage or theft of artwork (incl. public art)
- Community member/s sustain an injury at an event or in a branch library
- Extreme conditions affecting the delivery of the event (cancellation or modification)
- Council found liable for negligence of a Contractor
- Emergency escalates at Glen Eira Events
- Unsuitable, offensive or misleading public commentary during online events or on social media

The Committee noted the Risk Report for the Libraries, Arts and Culture Department.

The CEO, Ms Pellizzer, Ms Price and Mr Moraitis left the meeting at 10:25am.

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****30 MAY 2025**

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**8.2. KEY STRATEGIC RISK FOCUS AREAS****8.2.1 CHIEF INFORMATION OFFICER'S REPORT**

The Chairperson welcomed Mr Barrett, Mr Armstrong and Ms Vise to the meeting at 8:50am.

Mr Barrett provided an update to the Committee on key focus areas including:

- Governance and Accountability
- Cybersecurity and Information Management
- Risk Management
- Data Governance and insights
- Emerging technology trends
- Update on the replacement of the finance system

Mr Barrett mentioned that management recently undertook a Cyber Incident Response Plan (CIRP) Training and Exercise which addressed both business continuity plans and cyber security.

Mr Schneier requested the Committee be provided with an understanding of the Technology and Transformation (T&T) Committee's role and what was covered from Council's risk lens perspective. This could be provided to the Committee through a summary of the T&T's minutes reflecting the key risks and included in the next CIO update report.

Mr Barrett provided an update on the Oracle Fusion Project. Ms Tripodi requested an update on costing variations following the tender process when available at a future Committee meeting.

The Committee noted the quarterly report from the Chief Information Officer.

**8.2.2 CLAYTON SOUTH REGIONAL LANDFILL \***

The Committee noted the Clayton Landfill update which included the status of Environmental Action Notices, site management and construction updates, financial contributions and governance review.

**9. FRAUD PREVENTION SYSTEMS AND CONTROLS**

Nil

**10. COMPLIANCE MANAGEMENT****10.1 CORPORATE GOVERNANCE REPORT \***

The Committee noted the Corporate Governance Report for the period 1 January 2025 to 31 March 2025.

**10.2 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.

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****30 MAY 2025**

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**10.3 COUNCILLOR EXPENSES \***

The Committee noted the compliance and governance arrangements, key controls, and processes regarding the management of councillor expenses.

**10.4 EMERGENCY SERVICES & VOLUNTEER FUND \***

The Committee noted the legislation to replace the Fire Services Property Levy (FSPL) with the Emergency Services and Volunteer Fund (ESVF) was passed on 15 May 2025 and will take effect from 1 July 2025.

The Committee also noted the potential impacts and risks for Council associated with this change which include financial burdens, administrative complexities, and potential reputational risks.

**11. INTERNAL CONTROL ENVIRONMENT****11.1 SECTOR REPORT (INTERNAL AUDITOR) \***

The Committee noted the sector report prepared by the Internal Auditor.

**12. INTERNAL AUDIT****12.1 PROPOSED 2025-26 INTERNAL AUDIT PLAN**

Mr Kukreja explained the process of establishing the internal audit plan for 2025-26. The internal auditors consulted Council's Executive Leadership Team and members of the Audit and Risk Committee to seek input for the development of the Internal Audit Plan.

The proposed plan included audits covering: Review of Leisure Facilities, Child Safe Standards, Compliance with Aged Care Act 2025, Financial Controls (incl. data analytics), Waste Management, Communication, Tendering, Service Review and Follow-up items.

Mr Kukreja noted that management is in the process of finalising the draft scope for the upcoming review of Council's Leisure Facilities. The Chief Financial Officer added that this draft will be circulated out-of-session prior to the commencement of the audit scheduled for July.

The Committee reviewed the scope and recommended the 2025-26 Internal Audit Plan to the CEO subject to any changes discussed.

**12.2 INTERNAL AUDIT REVIEW (IT CYBER SECURITY)**

Mr Kukreja introduced and welcomed Ms Kaur from HLB Mann Judd at 9:20am. Ms Kaur presented the review of IT Cyber Security. The objective of the review was to assess the adequacy and appropriateness of systems, controls, and processes in place with respect to cybersecurity, and to identify any potential risks and opportunities to improve related practices. The review was based on the National Institute Standards and Technology ("NIST") Cybersecurity Framework.

A cyber security / safety awareness survey was conducted across the organisation to determine the level of awareness for staff. Lastly, a review was also undertaken to assess the status of management actions in addressing internal audit findings and

**AUDIT AND RISK COMMITTEE MEETING MINUTES****30 MAY 2025**

recommendations raised in the previous review of Cyber Security Essential Eight internal audit completed in November 2022 along with the assessment of new controls released by ACSC as part of the updated Essential Eight.

Ms Kaur stated that based on the results of the review, it was determined that there has been progress against each of the domains, and noted that Council has demonstrated many positive aspects of control. The audit also noted progress on key documentation such as the Information Security Management Systems Framework which will provide Council with a continuous improvement Framework. This is due for completion in June 2025.

Six of the Essential Eight controls have been fully implemented, with remediation plans continuing to finalise the remaining two. Management will work to ensure areas for improvement are addressed in line with the agreed cyber security program.

Mr Barrett mentioned that one of the recommendations in the report has been implemented to close the gap and manage the risk.

The Committee noted the review of IT Cyber Security undertaken by the internal auditors.

Mayor Zmood left the meeting at 9:30am.

Ms Kaur left the meeting at 9:40am.

**ACTION**

The Chairperson requested a maturity risk assessment relating to cyber security be brought to the September Committee Meeting.

**12.3 INTERNAL AUDIT REVIEW (POST IMPLEMENTATION TELEPHONY SYSTEM)**

Mr Kukreja presented the review of the Post Implementation of the Telephony Project. The objective of the review was to evaluate the project's goals and activities as measured against the project plan, budget, time deadlines, quality of deliverables, specifications, and client satisfaction (from a business and IT perspective).

Mr Kukreja noted that Council had to invest significant resources for successful implementation of the Telephony System. A number of challenges were faced by the Council from the vendor, however robust Council's planning, execution and effective governance led to achievement of the predefined project objectives.

A few areas for further improvement were identified to enhance the relevant practices such as ensuring that the User Acceptance Testing plan template has a documented coverage around the environmental segregation wherever applicable and enhance the project risk assessment processes for future projects.

The Committee noted the post implementation internal audit review of the Telephony System.

Mr Barrett and Mr Armstrong left the meeting at 9:45am.

***The Committee took a 5 minute break from 9:45am to 9:50am.***

**AUDIT AND RISK COMMITTEE MEETING MINUTES****30 MAY 2025****12.4 INTERNAL AUDIT REVIEW (IMMUNISATION PRACTICES)**

The Chairperson welcomed Ms Price, Ms Pellizzer and Mr Moraitis to the meeting at 9:50am.

Mr Kukreja presented the review of the Immunisation Practices. The objective of the review was to evaluate design and effectiveness of processes relating to immunisation services, and to identify potential risks and opportunities to improve related practices.

Mr Kukreja noted that the Council has established a number of processes and systems for administration of immunisation including maintaining compliance with the relevant requirements. However, it was identified that existing practices require considerable improvement in order to be assessed as effective.

There were three high-rated findings relating to:

- Significant number of immunisation policies and procedures are overdue for review.
- Instances of non-compliance with 'Strive for 5' requirements were observed.
- Non-compliances were noted regarding the recording and reporting of cold chain breaches.

Management agreed with the findings and confirmed that work on some of the recommendations was underway. Ms Tripodi suggested that it was important to complete the recommendations within the agreed timelines, due to the potential risks associated with the findings.

The Committee noted the internal audit review of Council's Immunisation Practices.

**12.5 STATUS OF INTERNAL AUDIT ACTIONS \***

The Committee noted the progress and status of internal audit action items from the internal audit program.

**12.6 INTERNAL AUDIT ACTIVITY REPORT \***

The Committee noted the progress and status of the Internal Audit Report in accordance with the 2024-25 Internal Audit Plan.

**12.7 PLANNING ENFORCEMENT AUDIT RECOMMENDATIONS**

The Chairperson welcomed Ms Zouzoulas and Ms Athanasopoulos to the meeting at 8:45am.

Ms Zouzoulas updated the Committee on the status of the recommendations from the Planning Enforcement Processes internal audit. In summary, of the sixteen original findings, fourteen of these have now been completed. Two findings had revised implementation dates of 30 June 2025 and are well on track to be completed within this timeframe.

Since the last update to the Committee, the Urban Planning Office Procedures document has been updated to reflect the new procedures for planning enforcement, including new pathway tasks and processes. Work is underway to make changes to procedures and processes within Pathway with approximately 10% remaining outstanding. Ms Zouzoulas distributed a flowchart of the processes undertaken for the Committee to note.

The Committee noted the updates to the status of the recommendations from the Planning Enforcement Processes internal audit.

Ms Zouzoulas and Ms Athanasopoulos left the meeting at 8:50am.

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****30 MAY 2025**

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**13. EXTERNAL AUDIT****13.1 2024-25 VAGO INTERIM MANAGEMENT LETTER**

Ms Jayasekera presented a summary of the audit findings in the VAGO Interim Management Letter which included the 4 recommendations from VAGO's Results of 2024-25 Audits: Local Government report which were tabled in Parliament on 3 April 2025. The status of prior year items was discussed by the Auditors. A final update will be provided to the Committee at the August 2025 Committee meeting.

The final Audit Strategy Memorandum for the financial year ending 30 June 2025 was also tabled.

The Committee noted the VAGO Interim Management Letter for the 2024-25 year-end accounts, and the final Audit Strategy Memorandum.

**13.2 STATUS OF EXTERNAL AUDIT ACTIONS \***

The Committee noted the progress and status of external audit actions from the VAGO.

**14. AUDIT AND RISK COMMITTEE ITEMS****14.1 2025 COMMITTEE WORK PLAN \***

The Committee noted the Committee's Work Plan for the 2025 calendar year subject to any amendments.

**15. INFORMATION & UPDATE ON ITEMS (INFORMATION ONLY, NOT ACTION)**

Nil

**16. GENERAL BUSINESS****16.1 GENERAL BUSINESS**

The Committee transitioned to general business, noting that the next meeting is scheduled for Friday, 22 August 2025, with a primary focus on the draft 2024–25 Financial Report, encompassing both the Financial Statements and Performance Statements. The CFO encouraged members to submit any questions in advance to help facilitate a more focused and productive discussion.

The Chairperson and CFO also extended their congratulations to HLB Mann Judd on their reappointment as Council's internal audit provider, following the Council meeting held on 20 May 2025, and acknowledged the value of their continued partnership.

Cr Rimbaldo conveyed appreciation to management for the high quality, clarity, and thoroughness of the reports presented.

**17. AUDIT AND RISK COMMITTEE (MEMBERS ONLY)**

Nil

**AUDIT AND RISK COMMITTEE MEETINGMINUTES**

**30 MAY 2025**

**18. CLOSURE OF MEETING**

The meeting concluded at 11:00am.



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**10.10 CONTRACT 2025.129 SUPPLY OF RETAIL ENERGY - NATURAL GAS**

**Author:** Pauline Hassakis, Procurement and Contracts Manager

**Director:** John Vastianos, Chief Financial Officer

**Trim No:** 25/1258718

**Attachments:** 1. 2025.129 Supply of Energy Natural Gas report on conclusion of Tender Evaluation (CONFIDENTIAL)

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**EXECUTIVE SUMMARY**

The purpose of this report is to recommend suitable providers for the supply of natural gas to Council's metered sites. This recommendation is made in alignment with the *Climate Emergency Response Strategy 2021–2025*, which reinforces Council's commitment to sustainable practices and the reduction of carbon emissions. As part of its broader environmental objectives, Council is actively progressing toward the electrification of its facilities to reduce reliance on fossil fuels.

However, this transition will take time to fully implement across all sites. In the interim, natural gas remains a necessary and practical energy source to ensure the continued operation of Council's metered facilities. Identifying reliable and cost-effective suppliers is therefore essential to maintain energy security, support uninterrupted service delivery, and uphold Council's operational resilience. This approach ensures that while Council advances its long-term sustainability goals, it continues to meet its immediate energy needs responsibly and efficiently.

**RECOMMENDATION**

That Council:

1. appoints **Tenderer A** for the supply of natural gas for **Small Market Gas** sites and **Tenderer B** for **Large Market Gas** sites as per the terms and conditions of the Procurement Australia Contract No. PA 2806/0650– Retail Energy;
2. authorises the Chief Executive Officer to execute the contract/s on Council's behalf;
3. notes the attachments to the report remain confidential in accordance with section 3(1)(g) and section 66(5) of the *Local Government Act 2020* or until Council resolves otherwise;
4. authorises Council officers to disclose any confidential information in relation to this item, but only to the extent necessary to give effect to the resolution; and
5. authorises Council officers to disclose the successful tenderers name in the meeting minutes for this item.

**BACKGROUND**

Council's current contract for the supply of natural gas to metered sites is due to expire on 30 June 2025. To ensure continuity of supply and achieve value for money, Council participated in a joint procurement process alongside several other Victorian Councils and participating organisations. This collaborative tender was facilitated by *Procurement Australia*, acting as the procurement agent on behalf of all members.

*Procurement Australia* has a strong track record in managing collaborative tenders for Council, including the development of specifications, coordination of evaluations, and provision of recommendations. For this tender, they appointed an independent energy specialist consulting firm to oversee the process and ensure a robust and impartial assessment. While *Procurement Australia* approached the market for several energy categories, Council appointed them specifically to manage the Large Market and Small Market Natural Gas categories relevant to its operational needs.

**Proposed Contract period**

The proposed term of the contract is three (3) years, commencing on 1 July 2025.

**Advertising**

An invitation to tender for the contract was advertised on 26 March 2025. The process was structured in stages, with non-financial responses—covering compliance and qualitative criteria—closing on 4 April 2025.

Financial submissions were then received in two phases: for Large Market Gas on 25 April 2025, and for Small Market Gas on 9 May 2025. This approach allowed for a thorough and orderly evaluation of both technical and pricing components.

**Tenders Collected / Received**

A total of four (4) submissions were received by the closing date for the Large Market Gas category, and three (3) submissions were received for the Small Market Gas category. These submissions were evaluated in accordance with Council's *Procurement Policy* and relevant legislative requirements.

Further details regarding the evaluation process, assessment criteria, and recommended suppliers are provided in the confidential attachment to this report.

**ISSUES AND DISCUSSION**

Council acknowledges the importance of transitioning away from natural gas as part of its broader sustainability agenda. However, this shift will require time to implement across all facilities. In the meantime, natural gas remains a vital and pragmatic energy source to ensure the reliable functioning of Council's metered sites. Securing dependable and cost-efficient suppliers is therefore critical to maintaining energy stability, supporting continuous service delivery, and safeguarding operational resilience. This balanced approach allows Council to responsibly manage its current energy demands while steadily progressing toward its long-term environmental goals.

**CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

This report relates to the supply of natural gas to existing Council sites, including both small and large market locations, and ensures the continuity of energy supply during the transition to electrification. The recommendation is consistent with the objectives of *Our Climate Emergency Response Strategy 2021–2025*, supporting Council's commitment to reducing carbon emissions while maintaining reliable and cost-effective energy solutions for its operations.

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

For the Large Market Gas category, the contract will result in a modest increase in cost compared to current rates. However, for the Small Market Gas category, the pricing secured through the joint procurement process is lower than the prevailing market average. As a result, the overall financial impact on Council's operating budget is expected to be minimal.

The total estimated value of the contract for the supply of natural gas—including network and distribution charges—is approximately \$800,000 per annum (excluding GST).

## POLICY AND LEGISLATIVE IMPLICATIONS

This report has been prepared in accordance with Council's *Procurement Policy* and the requirements of the *Local Government Act 2020*. It also aligns with the objectives of the *Climate Emergency Response Strategy 2021–2025*, ensuring that procurement decisions not only comply with legislative and governance standards but also support Council's commitment to environmental sustainability and the reduction of carbon emissions.

## COMMUNICATION AND ENGAGEMENT

Council collaborated with a consortium of other Victorian Councils and participating organisations to undertake a joint procurement process for the supply of natural gas services. This collaborative approach was facilitated through *Procurement Australia*, acting as the lead procurement agent. By leveraging collective purchasing power and shared expertise, the joint tender process aimed to achieve greater value for money, ensure consistency in service standards, and streamline the evaluation and appointment of suitable suppliers across participating Councils.

## LINK TO COUNCIL PLAN

Strategic Direction 1: Well informed, transparent decisions and highly valued services. We build trust through engaging with our community, delivering quality services and making evidence-based decisions.

## OFFICER DECLARATION OF CONFLICT OF INTEREST

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

## CONCLUSION

In conclusion, the recommendation to identify suitable providers for the supply of natural gas is a critical step in ensuring energy security and operational continuity for Council's metered sites. This approach reflects a balanced and forward-thinking energy strategy—one that addresses immediate operational needs while supporting the Council's long-term sustainability objectives. By selecting reliable and cost-effective suppliers who align with the Council's *Climate Emergency Response Strategy 2021–2025*, Council can effectively manage the transition to electrification while maintaining its commitment to reducing carbon emissions and promoting environmentally responsible practices.

Accordingly, it is recommended that Council appoint the following successful tenderers for a contract period of three (3) years: **Tenderer A** for Small Market Gas and **Tenderer B** for Large Market Gas.

This appointment will ensure continuity of supply, cost efficiency, and alignment with Council's environmental and operational goals during the transition period.

**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****12.3.1 NOTICE OF MOTION: CAPITAL IMPROVED VALUE - RATES AND CHARGES**

**Trim No:** 25/1268564

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A Notice of Motion was submitted to the Chief Executive Officer by Councillor Jane Karlake with the support of Councillor Luca Ragni and Councillor Li Zhang on 20 June 2025. To be heard at the 30 June 2025 Ordinary Council Meeting.

**MOTION**

That Council officers:

- 1) Prepare a report that considers the relative advantages and disadvantages of Glen Eira City Council transitioning from a NAV (Net Annual Value) model of determining rates and charges to a CIV (Capital Improved Value) model of determining rates and charges. The report should include information on the number of other Councils that use a CIV model, and whether the change may provide opportunities for Glen Eira to encourage landowners to develop currently vacant land; and
- 2) Table the report at an Ordinary Council Meeting before the end of 2025.

**12.4 Councillor questions**

**13. CONFIDENTIAL ITEMS****RECOMMENDATION**

That pursuant to Section 66(1) and 66(2)(a) of the Local Government Act 2020, the Council resolves that so much of this meeting be closed to members of the public, as is required for Council to consider the following matters that are confidential in accordance with Section 3(1) of the Act:

**13.1 Strategic Property Plan**

This agenda item is confidential information for the purposes of section 3(1) of the Local Government Act 2020:

- because it is Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released (section 3(1)(a)); and
- Consideration of Council owned service and infrastructure that is sensitive and has reputational and commercial implications if released

**14. CLOSURE OF MEETING**