GLEN EIRA CITY COUNCIL

ORDINARY COUNCIL MEETING

TUESDAY 6 OCTOBER 2026

AGENDA

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

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

- *S8(1) Local Government Act 2020*

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

Chief Executive Officer: Lucy Roffey

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1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

2. APOLOGIES

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

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

PROCEDURAL MOTION

That Council:

1. where meetings are held in-person, can continue the meeting if the livestream of the meeting fails;
2. considers the meeting to be adjourned for 10 minutes from the commencement of any technical problem where a Councillor is participating virtually; and
3. where a Councillor is participating virtually and the meeting cannot be resumed within 30 minutes from the commencement of the technical problem, the meeting is to be reconvened on Thursday 8 October 2026 at 7.30pm.

4. PUBLIC PARTICIPATION

5. WRITTEN PUBLIC QUESTIONS TO COUNCIL

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS

Copies of Minutes previously circulated.

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on 1 September 2026 be confirmed.

7. RECEPTION AND READING OF PETITIONS AND JOINT LETTERS

7.1 PETITION: SMART GLASSES IN COUNCIL-CONTROLLED AREAS

A petition containing 38 valid signatures was submitted to the Council Meeting.

The petition read as follows:

This petition draws to the attention of Council the growing privacy risks posed by smart glasses and other wearable technologies with built-in camera, video and audio recording capabilities.

We, the undersigned residents and community members of Glen Eira, petition Council to take proactive action to protect privacy and safety in Council-managed facilities and areas by restricting the use of wearable recording devices in designated settings and asking Council to call for broader prohibitions of concealed recording devices used by the general public.

Smart glasses and other wearable devices with recording capabilities can be used in Council-managed facilities without people nearby being aware that recording is occurring. As these devices become increasingly affordable and difficult to distinguish from ordinary eyewear, they create new privacy risks in settings used by children, families and other community members by either creating uncontrolled recording of people in vulnerable conditions, or by capturing data that can be used to infer sensitive private information.

We call on Glen Eira City Council to amend its Local Laws, conditions of entry and facility policies to prohibit the use of smart glasses and other wearable devices with active recording capabilities in Council-owned or managed facilities, including but not limited to:

Swimming pools and aquatic facilities, Gyms and recreation centres, Playgrounds, Childcare and early learning facilities.

Libraries, Community centres, Maternal and Child Health centres, Youth facilities, Change rooms, toilets and other private amenities

Council-managed facilities and public areas near those used for religious services, cultural activities or community gatherings

Reasonable exemptions should be maintained for people who rely on smart glasses as assistive technology because of disability, provided recording functionality is clearly disclosed.

Council should also develop consistent signage, policies and guidance materials that community groups, sporting clubs, faith communities, event organisers and local businesses can adopt across Glen Eira to support a consistent approach to privacy protection

Council should advocate to the Victorian and Australian Governments for stronger privacy protections and nationally consistent regulation of wearable recording technologies and seek advice from the Victorian Attorney-General regarding existing legal powers, regulatory gaps and potential law reform.

RECOMMENDATION

That Council:

1. receives and notes the petition; and
2. refers this petition to the relevant officer for investigation including a detailed response to the submitter.

8. REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS

9. REPORTS FROM COMMITTEES AND RECORDS OF ASSEMBLY

9.1 Advisory Committees

9.1.1 COMMITTEE MINUTES

Author: *Karling Colomiere, Coordinator Councillor Business*

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

Trim No: *26/1252795*

Attachments:
1. *IFS Advisory Committee Minutes 12.08.2026* ⇩
2. *Minutes Community Safety, Cohesion, Health and Wellbeing Advisory Committee 26 August 2026* ⇩
3. *Minutes- Environmental Stewardship Advisory Committee meeting- 10 August 2026* ⇩
4. *Minutes - GEL Advisory Committee - Meeting 3 September 2026* ⇩
5. *Audit and Risk Committee - Meeting 18 September 2026* ⇩

RECOMMENDATION

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

1. Innovation and Financial Sustainability Advisory Committee Minutes – 12 August 2026
2. Community Safety, Cohesion, Health and Wellbeing Advisory Committee Minutes – 26 August 2026
3. Environmental Stewardship Advisory Committee Minutes – Meeting 10 August 2026
4. GEL Advisory Committee Minutes – Meeting 3 September 2026
5. Audit and Risk Committee Minutes – Meeting 18 September 2026

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GLEN EIRA
INNOVATION AND FINANCIAL SUSTAINABILITY
ADVISORY COMMITTEE MEETING

MINUTES

Wednesday 12 August 2026
6.00pm – 8.00pm

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

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

Attendees:

Councillors:	Cr Kimberley Young (Chair)	Councillor committee member
	Cr Sam Parasol	Councillor committee member
	Cr Jane Karslake	Councillor committee member
Community representatives:		
	Susannah Farfor	Community committee member
	Philip Seigel	Community committee member
	Arne Buchholtz	Community committee member
	Malay Patel	Community committee member
	Stephanie Zhang	Community committee member
	Daan Jansen	Community committee member
	Jon Aloni	Skills-based committee member
	Dheeren Velu	Skills-based committee member
Apologies:	Sophie Nie	Community committee member
	Gautam Khanna	Community committee member
	Ravi Jain	Community committee member
	Malka Lawrence	Community committee member
	Kellie Vise	Director Customer and Corporate Affairs
Council Officers:	Alex Leamy	A/Director Customer and Corporate Affairs
	John Vastianos	Chief Financial Officer
	Andrea Pogue	Manager Organisational Strategy
	James Athorn	Executive Management Officer

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1. Welcome and Apologies Cr Kimberley Young (Chair)

Cr Kimberley Young (Chair) welcomed the committee and acknowledged Traditional Owners and Custodians. It was noted by the Chair that Mayor Cr Dr Simone Zmood was also in attendance.

The Chair thanked Committee members who participated in the Reconciliation Action Plan online workshop. It was noted this Workshop provided valuable insight into community priorities, ideas and risks as we develop our Reconciliation Action Plan for 2026-2028. The discussion at the workshop centred around the Reconciliation Action Plans 'four pillars' of Respect, Relationships, Opportunities and Governance.

The Chair noted the apologies.

2. Conflict of Interest Cr Kimberley Young (Chair)

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

No conflicts of interest were declared.

3. Summary of Minutes from previous Meeting Cr Kimberley Young (Chair)

The Chair advised that the minutes of the Innovation and Financial Sustainability Advisory Committee meeting held on 11 May 2026 were adopted by Council at the Ordinary Council Meeting on 9 June 2026.

4. Actions Register Cr Kimberley Young (Chair)

The Chair advised that all Actions Register items had been completed and closed.

5. 2025/26 Budget Result & 2026/27 Budget Overview John Vastianos

John Vastianos, Chief Financial Officer, presented Council's 2025/26 Financial Result and provided an overview of the adopted 2026/27 Budget. Members were advised that Council recorded a positive financial result, supported by disciplined financial stewardship, ongoing implementation of the Financial Sustainability Strategy and a continued focus on long-term sustainability. The presentation highlighted Council's operating result, capital investment program, reduction in borrowings and improving liquidity position.

The Committee was advised that while the financial result was improving, Council continues to face ongoing cost pressures including residential aged care, employee costs, utilities, construction costs and broader economic conditions. The importance of distinguishing between reported cash balances and committed funds was also discussed, with members advised that a significant proportion of Council's cash holdings are allocated to specific liabilities, reserves and projects. A query was raised about the EBA process, and it was confirmed that this has been incorporated into the Budget forecasts.

Members received an overview of the 2026/27 Budget and Action Plan, including the approved rate cap variation, capital works program, strategic land acquisition program and planned investment in community infrastructure and services. The connection between the Budget, community feedback and Council's Financial Sustainability Strategy was highlighted, with consultation results indicating that two-thirds of respondents were satisfied or very satisfied that the draft 2026/27 Action Plan and Budget reflected community priorities. Members were advised that community feedback identified interest in active transport infrastructure, activity centre improvements and support for local businesses, together with concerns regarding rate increases, expenditure priorities and value for

money. It was noted that these themes had informed the development of the adopted Budget through targeted investment in activity centres, active transport projects, community infrastructure and strategic land acquisition.

The Committee was advised that the Budget focuses on rebuilding cash reserves, funding asset renewal and diversifying revenue sources to support Council's long-term financial sustainability. Members further noted that the adopted Budget includes a $36.45 million capital works program and $14.75 million for strategic land acquisition, supporting the delivery of community priorities while maintaining a disciplined and sustainable financial position.

Questions were raised regarding Council's normalised surplus for the previous financial year and the provision of residential aged care services, including the respective roles of State Government, local government and private sector providers.

6. Financial Sustainability Strategy Update on Progress in implementation of the Strategy and focus for 2026/27 Andrea Pogue

Andrea Pogue, Manager Organisational Strategy, provided an update on implementation of Council's Financial Sustainability Strategy 2025–2029 and outlined key areas of focus for 2026/27. The Committee was advised that the Strategy continues to guide Council's financial decision-making and is focused on balancing future budgets, improving revenue and efficiency, strengthening reserves, managing debt responsibly and establishing a long-term funding pipeline for capital works.

Members were presented with an overview of achievements delivered during 2025/26, including adoption of the Strategic Asset Reserve Policy, implementation of revised capital budget prioritisation principles, restructuring of Council's debt profile and development of the 2026/27 Budget in accordance with financial sustainability principles.

The Committee was advised that priorities for 2026/27 include implementation of the Strategic Asset Reserve Policy, development of a long-term infrastructure prioritisation process, review of services and procurement arrangements, continued capital planning and preparation of a balanced 2027/28 Budget.

Members noted the progress made to date and discussed the importance of maintaining a disciplined approach to financial management while continuing to meet community expectations and service needs. Discussion also occurred regarding the proposed transition to a weekly rubbish collection service and the potential impacts for residents and Council operations.

7. Implementation Feedback Workshop Andrea Pogue

Andrea Pogue facilitated a workshop seeking feedback on the implementation of Council's Strategic Asset Reserve Policy and proposed capital works prioritisation approach. Members were advised that Council faces a significant long-term capital investment pipeline and requires a transparent and consistent decision-making framework to support future investment decisions.

The Committee received an overview of the proposed prioritisation principles, including strategic fit and impact, risk and compliance, asset lifecycle and cost efficiency, community and environmental value, financial sustainability and opportunities for innovation and integration. Members were advised that the Strategic Asset Reserve is intended to provide a structured funding pathway for strategic capital investments while supporting disciplined and transparent decision-making.

Members discussed the challenges associated with prioritising competing infrastructure projects and balancing asset renewal, upgrades and strategic investments. The Committee acknowledged the importance of ensuring investment decisions are aligned with community benefit, affordability, asset condition and long-term financial sustainability.

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As part of the workshop, members reviewed a series of capital investment scenarios and provided feedback on the factors that should influence future funding and prioritisation decisions. Discussion highlighted the importance of transparency, strategic alignment, risk management and community outcomes when considering investment priorities. Members noted the value of the exercise in demonstrating how the Strategic Asset Reserve principles can support a structured and evidence-based approach to future capital investment decisions.

The Committee supported the ongoing development of a structured and evidence-based approach to capital works prioritisation and strategic asset investment.

8. Close Cr Kimberley Young (Chair)

Action Register

	Title/Item	Action	Update	Responsible Officer	Active/Closed
1.	Agenda Item	Consider adding a General Business item to future agendas to provide members with an opportunity to raise additional matters for discussion.	November	Kellie Vise	Open

The next meeting of the Committee is scheduled for 18 November 2026.

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GLEN EIRA
COMMUNITY SAFETY, COHESION, HEALTH AND WELLBEING
ADVISORY COMMITTEE MEETING

MINUTES

The Community Safety, Cohesion, Health and Wellbeing meeting commenced at 6pm.

Wednesday 26 August 2026
6pm-8pm

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

Present:

Councillors:	Cr Jane Karslake (Chair)	Councillor committee member
	Cr Li Zhang	Councillor committee member
	Mayor Cr Dr Simone Zmood	Guest Councillor
Community Representatives:	Manny Kingsley	Community committee member
	Bernie Marshall	Community committee member
	Vassiliki Dandanis	Community committee member
	Vijay Viswanathan	Community committee member
	Nandini Kaystha	Community committee member
	César Albarrán Torres	Community committee member
Council Officers:	Jane Price	Director Community Wellbeing
	Geoff Hills	Manager Community and Economic Development
	Deidre Pellizzer	Manager Libraries, Arts and Culture
	Harley Moraitis	Manager Life Stages
	Maureen Campbell	Committee Secretary
Apologies:	Deepa Mani	Community committee member
	Kara Collins	Community committee member
	Alison Wright	Community committee member
	Cr Kay Rimbaldo	Councillor committee member
	Cr Margaret Esakoff	Councillor committee member

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1. Welcome and Acknowledgement of Country Cr Jane Karslake

Cr Jane Karslake welcomed the Committee and acknowledged Traditional Owners and Custodians. Cr Zhang joined the meeting online.

2. Apologies Cr Jane Karslake

Cr Kay Rimbaldo	Councillor committee member
Cr Margaret Esakoff	Councillor committee member
Deepa Mani	Community committee member
Kara Collins	Community committee member
Alison Wright	Community committee member

3. Conflicts of Interest Declaration Cr Jane Karslake

No conflicts of interest were declared.

4. Action items from previous meeting Cr Jane Karslake (Chair)

Title/Item	Action	Update	Responsible Officer	Active/ Closed
Public Arts and Heritage Policy	Share link to the Angel of the North sculpture in England.	Link: https://en.wikipedia.org/wiki/Angel_of_the_North	Maureen Campbell	Closed
	Notify Committee members when the Policy is available on Council's website.		Deidre Pellizzer	Active

5. Summary of meeting minutes from previous meeting Jane Price

The previous meeting was held on Wednesday 20 May 2026 and included a discussion on how Council recognises Days of Significance through communications, activities and community-led events. Committee members then considered how best to gather community feedback on significant dates and cultural programming.

Council's Public Art and Heritage Policy was presented, with discussion focusing on how public art can reflect local identity and deliver community value.

The final item presented at this meeting outlined Council's work to support older residents to age well through inclusive services, programs and partnerships that promote health, connection and participation. A brief update was also provided on Council's Draft Antisemitism Strategy.

Minutes of this meeting were confirmed at the Ordinary Council Meeting on Tuesday 30 June 2026.

6. Items for Discussion

6.1 Homelessness and at risk Geoff Hills

Geoff Hills presented on Council's *Commitment to preventing and responding to homelessness*. The presentation covered homelessness, vulnerability and rough sleeping in Glen Eira, Council's role and limitations, community responses, referral pathways including Better Health Network and Launch Housing, and next steps.

Members discussed the need for clearer referral pathways, better local data and evidence, and stronger community education. Queries and suggestions were also raised about community support through community pantries, infrastructure and charging facilities to assist people experiencing homelessness.

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Officers responded that community members have access to toilets and charging equipment in Council libraries.

Council also supports local grassroots initiatives through grants to organisations and community leaders assisting people experiencing homelessness. Through our partnerships with Neighbourhood Houses, we can ensure we are engaging with those leaders and those community groups who are either in direct contact or can help provide a local voice in activity centres by engaging with residents. The Peninsula Community Legal Centre supports women and children escaping family violence, as well as young people and families experiencing homelessness.

Discussion covered the importance of community members responding with a focus on dignity and respect, requesting welfare checks where appropriate, calling 000 in emergencies, and using referral tools such as Ask Izzy and Community Information and Support Victoria (CISVic).

A copy of Council's *Commitment to preventing and responding to homelessness* will be distributed to committee members with these Minutes.

6.2 Warrawee update Harley Moraitis

Harley Moraitis provided an update on Warrawee residential aged care and sector reforms. He noted that Warrawee is Council's 90-bed residential aged care facility in Bentleigh East, and that Glen Eira is the only Victorian council still operating residential aged care.

He advised that Council is considering whether to continue operating Warrawee or transition this service to another registered aged care provider. Recent consultation with residents, families, staff and the wider community highlighted the importance of quality and continuity of care, strong relationships, dignity and wellbeing. An Expression of Interest process seeking interest from aged service providers interested in providing future services at Warrawee closed on 14 August 2026, with submissions to be assessed before a potential Request for Tender stage.

Members asked about assurances for residents and families, criteria for any future provider, and quality of care. Harley confirmed that Council would continue operating Warrawee if a suitable provider is not identified. He advised that new Commonwealth standards clearly set out the rights of older people, supported by regulatory safeguards, direct care requirements, star ratings and aged care reforms.

6.3 Libraries overview including programming Deidre Pellizzer

Deidre presented an overview of Glen Eira's library services, programming and future directions and highlighted they are welcoming, accessible and inclusive spaces that support information, connection, imagination, community safety, cohesion, health and wellbeing.

Libraries continue to prioritise literacy, learning and creativity for people of all ages, backgrounds and abilities. In the last financial year, around 30,000 new items were added to the collection, e-loans reached their highest level since introduction, and the *Library of Things* continued to provide resources such as home energy kits, digital film scanners, air quality devices and Kobo readers.

Libraries also support study, work, social connection, digital inclusion, access to government services, programming and safe welcoming spaces.

Recent accessibility improvements at Glen Eira libraries have included replacing self-service kiosks with adjustable kiosks, while the Carnegie library locker has supported 24/7 access and recorded more than 2,000 loans in the last financial year.

Programming with libraries spans early literacy, author talks, cultural celebrations, family history, STEAM (Science, Technology, Engineering, Arts, and Mathematics), sewing, sustainability, health and wellbeing, storytelling and social connection initiatives.

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Future directions include more flexible spaces, improved access, potential extended hours, an outreach service review, digital capability and ongoing community feedback.

Members discussed culturally diverse collections, study spaces, libraries as community spaces, youth engagement, First Nations representation, music and vinyl collections, pop-up or satellite library models, 20-minute neighbourhoods, use of underutilised community spaces, accessibility, and opportunities to involve libraries in public discourse and community education.

Members outlined some of their favourite libraries around Melbourne, including Naarm in the Queen Victoria Market, Monash University Library at the Clayton campus, Library at the Dock, the Dandenong and Springvale Libraries, along with Wheelers Hill. Cr Karslake spoke about the Palmerston North Library in New Zealand and its role as a community hub for public discussion and information sessions.

McKinnon Library was also discussed as an example of a potential satellite library with members noting that future planning could focus less on larger libraries and more on smaller, local sites.

Deidre responded that librarians generally prefer larger sites as more sustainable models.

Committee members were encouraged to email any further ideas to Maureen.

7. General Business Jane Price

Jane Price noted that agenda items continue to be drawn from ideas generated earlier in the year, with flexibility to add relevant topics as they arise. The November meeting will include planned topics and time for reflection on the year's meetings and improvements for next year.

Reflection of meeting

Members were invited to provide feedback on the meeting. They noted that the homelessness presentation clearly outlined what Council can and cannot do and suggested this would be a useful topic for a future discussion across a broader range of Council services.

Officers noted that acronyms are not to be included in future presentations.

8. Forward Meeting Schedule Cr Jane Karslake (Chair)

Date	Items	Officer/Member
Wednesday 25 November 2026 6pm - Yarra Yarra Room	Social Cohesion Strategy	Geoff Hills
	Community Safety	Geoff Hills
	Inclusion Framework/Rainbow Roadmap	Geoff Hills
	Reflection of structure of meetings	Jane Price

9. Next meeting

Wednesday 25 November 2026 in the Yarra Yarra Room.

10. Close of Meeting

The meeting closed at 8.03pm with Cr Karslake thanking everyone for attending.

Minutes to be confirmed at the Ordinary Council Meeting on Tuesday 6 October 2026.

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Title/Item	Action	Update	Responsible Officer	Active/ Closed
Public Arts and Heritage Policy	Notify Committee members when the Policy is available on Council's website.		Deidre Pellizzer	Active
Homelessness Statement of Commitment	Include a copy of Council's Homelessness Statement of Commitment with the Minutes of this meeting.		Maureen Campbell	Active
Committee members feedback	Committee members to send any further feedback or questions on homelessness, Warrawee or libraries to Maureen for forwarding to relevant officers.		Maureen Campbell	Active

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GLEN EIRA
ENVIRONMENTAL STEWARDSHIP
ADVISORY COMMITTEE MEETING

MINUTES

The Environmental Stewardship meeting commenced at 6.00pm.

Monday 10 August 2026
6.00pm – 8.30pm

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

Present:

Councillors:	Cr Arabella Daniel (Chair)	Councillor committee member
	Cr Li Zhang	Councillor committee member
	Cr Dr Simone Zmood	Councillor committee member
Community Representatives:	Simon Campbell	Community committee member
	Stephanie Epp	Community committee member
	Eva Godnjavec	Community committee member
	Jane Knight	Community committee member
	Sue Pennicuik (online)	Community committee member
	Tamara Taylor	Community committee member
	Neshika Pillay	Community committee member
	Mark Wallace	Community committee member
	Helen Fischer	Community committee member
Council Officers:		
	Lucy Roffey	Chief Executive Officer
	Niall McDonagh	Director Sustainability, Assets & Leisure
	Ram Kamalanandan	Manager Sustainability & Assets
	Damien Connell	Head of Climate and Circular Economy
	Bruce Paton	Coordinator Climate and Sustainability
	Kylie Hill	Executive Management Officer
	Dr Iqbal Hossain	Environmental Engineer
Guest Presenters:	Cece Hyslop	Ironbark Sustainability
	Imogen Jubb	Ironbark Sustainability
	Nick Chester	Hip v Hype

Apologies:

Andiope Hatzis	Community committee member

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1. Welcome and Acknowledgement of Country Cr Arabella Daniel (Chair)

Cr Arabella Daniel (Chair) welcomed the committee and acknowledged Traditional Owners and Custodians.

2. Apologies Cr Arabella Daniel (Chair)

Andiope Hatzis

3. Conflicts of Interest Declaration Cr Arabella Daniel (Chair)

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

4. Action Items – Updates from last committee meeting Cr Arabella Daniel (Chair)

Chair noted all items are closed – no questions from members.

5. Summary of meeting minutes from previous meeting Cr Arabella Daniel (Chair)

Meeting minutes from meeting held on Monday 11 May 2026 were noted that they were adopted by council at the 9 June 2026 Ordinary Council Meeting (OCM).

There were no recommendations from the previous meeting for Council to consider at the OCM.

6. Items for Discussion:

6.1 Short presentation on Council progress with key focus areas Damien Connell

Urban Forest Strategy Update: A summary was given on the recent workshop on the urban forest strategy, highlighting the committee's role in setting priorities and forming guiding principles, with a focus on private land, biodiversity, data, evidence-based decision making, and species selection.

Integrated Water Management Plan: The current four-year plan is ending, and the next plan is being developed with input from the advisory committee, focusing on rainwater and stormwater capture and community influence.

Circular Economy Plan: The circular economy plan was approved by Council and is out for community consultation, with emphasis on leadership, education, adaptation, advocacy, and equity, including work with schools and multi-unit developments.

Council Emissions and GESAC Project**:** Progress is underway at GESAC, a major leisure hub, in reducing gas dependency and transitioning to electricity, which will significantly reduce council's direct scope 1 emissions, with similar feasibility studies underway at other sites.

Sustainability Schools Website Launch: The Glen Eira Sustainability in Schools web page has launched, consolidating resources for schools on topics such as biodiversity, climate action, and waste reduction, aligned with government curriculum and designed to encourage school participation.

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6.2 Reducing Community Emission (Ironbark Sustainability) Cece Hyslop and Imogen Jubb

Emissions Profile and Sector Breakdown**:** Glen Eira's community emissions for 2023-24 were approximately 915,000 tonnes of CO2, with the majority from residential electricity, gas, and transport. They highlighted that large local businesses and institutions, such as Coles, Woolworths, Monash University, and Alfred Health, have their own net zero targets, which will influence community emissions.

Data Sources and Methodology: Snapshot Planet Climate and the global protocol for community-scale greenhouse gas emissions inventory was described, with data sourced from Distribution Network Supply Providers (DNSPs), state waste databases, and Google mobility data for transport, noting a lag in data availability and the use of public methodologies.

Transport and Black Carbon Emissions: Unique trends in transport emissions were discussed, noting that the number of people using public transport reduced during COVID-19 but has not returned to pre-COVID levels. Black carbon, mainly from wood heaters and freight, was highlighted as an emission with a climate impact that is many times stronger than CO2 per kilogram, but which contributes only about 0.3% of Glen Eira's total climate impact due to the much greater amount of CO2 emitted in our municipality.

Feedback was sought on:

1. Whether the proposed criteria captured all the factors Council should consider?

The committee sought clarification about the data sources that were used by Ironbark.. It was confirmed that cost per tonne and marginal baseline cost curves would be developed for internal analysis, comparing the financial and emissions impact of various actions.
The challenges of comparing council led versus community led interventions was also discussed.

2. If any of the criteria should be give more or less weight in the analysis?

Feedback on prioritisation criteria for emissions reduction actions, proposing a multi-criteria lens including emissions impact, cost, equity, reach, and co-benefits was sought. The importance of overall emissions reduction, co-benefits, and social licence considerations was also emphasised.

Generally, the Committee were comfortable with the criteria proposed however were invited to provide any further thoughts following the meeting.

6.3 Climate Vulnerability Assessment (Hip v Hype) Nick Chester

A description was given of the assessment's focus on spatial analysis of climate hazards (urban heat, flooding, drought), mapping vulnerable groups (elderly, children, people with health issues, renters, financially disadvantaged), and overlaying these datasets to identify hotspots for targeted interventions.

The analysis relies on ABS census data and includes mapping of lone person households and other at-risk groups, with committee suggestions to consider people who work outdoors and non-human groups such as local flora and fauna.

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The use of state government urban heat datasets to identify areas with higher temperatures was explained, and it was discussed how these findings could inform asset planning, such as prioritising streetscape upgrades and identifying locations for public cooling refuges.

Committee members were asked for their input on potential additional climate hazards or sources of community vulnerability that could be considered, with suggestions to consider mortality risk and local expertise, and it was confirmed that the final analysis would normalise and potentially weight indicators based on council input and available research.

Input was sought on:

1. 'At Risk Groups' identified, are there any others we need to consider?

The Committee supported the inclusion of people living alone, people who work outside and (construction workers, school crossing staff etc).
Furthermore, it was identified people with anxiety or mental health issues may be difficult to move in the instance of a bushfire locally or elsewhere.

2. Of the climate hazards identified, do you think there are others we need to consider for our Vulnerable Communities and how they may impact the vulnerable communities.

Bushfires were mentioned however, in the context the secondary impact of bushfires, such as the respiratory impacts on people. .

6.4 Air Quality Bruce Paton and Dr Iqbal Hossain

The Air Quality item was introduced by Bruce Paton.

Introductory findings from the literature review were presented and the main sources of air pollution in Glen Eira were outlined —bushfire smoke, vehicles, wood heaters, and construction— emphasising the health risks of particulate matter (PM10 and PM2.5) and the particular vulnerability of people with pre-existing health conditions, children, elderly, pregnant women, and those facing socio-economic disadvantage.

It was highlighted that as part of the next phase of the air quality project that monitors would be deployed across Glen Eira to determine a baseline data measure, with the likely possibility of moving sensors to capture different locations and sources following the capture of the baseline.

There was a discussion about the use of both high-cost and low-cost sensors, including potential for citizen science and community lending schemes. This approach was likely to be supported in some form, as a combination of both to be a potential approach. The importance of ensuring sensors are appropriately calibrated and are able to collect the suitable data that will allow credible analysis was noted. Low cost sensors may be a suitable data source to compliment the high cost sensors.

The next phase will be supported by a project plan, and as noted will aim to establish a baseline of air quality, identify pollution hotspots, and inform targeted interventions, with data to be compared against EPA Victoria's network and used to guide council actions, public education, and advocacy for policy changes, particularly regarding wood heater emissions.

It was agreed to share the draft project plan and the air quality desktop review to the Committee for comment.
The committee was asked as to how it could assist this project in the following ways:

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1. Can you think of any other criteria or factors that we may not have considered for Glen Eira?

The committee was largely supportive about the need to collect data that identified air quality impacts in the vicinity of vulnerable community members.

There was strong interest in citizen science applications whereby smaller, more localised air quality monitors may be considered to be used to help feed into the larger air quality units. It was suggested this could allow for more frequent and localised testing but provide the community with further involvement on the project. It was acknowledged by the committee member that some further integration assessment may be required to see if this is a possibility.

2. Do you have any suggestions to enhance this approach for Council to ensure we are addressing air quality and community vulnerability?

Committee members suggested monitoring near high traffic roads, schools (drop-off and pick-up), bus stops, and areas with known wood heater use mwith some members relating their experience of indoor and outdoor air quality data, as well as the potential for using traffic and meteorological data to refine site selection.

Creating a comparison baseline was mentioned, i.e. placing monitors in high polluting areas as well as in lower polluting areas.

To conclude it was noted that all three items (Reducing Community Emissions, Climate Vulnerability Assessment and Air Quality), in addition to the supporting cover papers that each item had a more detailed paper, which will be provided to the committee for reference and to provide any further feedback as required.

6.5 Meeting review and next steps

None discussed.

7. General Business: Cr Arabella Daniel (Chair)

School Food Waste Recycling: Helen reported positive engagement with McKinnon Secondary College regarding participation in council-led food waste recycling initiatives, with the school expressing interest in reducing landfill waste and involving students in environmental projects.

Indigenous Planting and Biodiversity**:**
Helen expressed concern about the lack of indigenous shrubs and ground covers, and impacts on biodiversity and bird populations, citing a recent park planting at Garden Avenue. Council officers will liaise with Parks Services to find out more details about the Garden Avenue planting and report back to the Committee.

An action to follow up and to provide a response was noted.

Gardens for Wildlife Initiative**:** Stephanie mentioned the launch of the Gardens for Wildlife programme in Glen Eira, which aims to promote indigenous planting and community involvement in biodiversity enhancement.

Climate Education Initiatives**:** Simon mentioned a Climate Fresk workshop on 15 August, which is a 3-hour session designed to educate participants on climate change causes and solutions. Council officers directed Committee members to the latest edition of the Glen Eira Sustainability

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e-news for more information about the event.

8. Forward Meeting Schedule Cr Arabella Daniel (Chair)

Date	Items	Officer/Member
16 November 2026	To be determined by the Committee	TBC

9. Next meeting 10 August 2026

10. Closure of Meeting:

Group photo was taken.

Meeting close: 8.30pm.

Minutes to be confirmed at the next Ordinary Council Meeting on 6 October 2026.

- **Action summary of this meeting**

Title/Item	Action	Update	Responsible Officer	Active/ Closed
Distribution of Meeting Materials	Collate and share PPT's from meeting in minutes	August	Kylie	Closed
Detail reports (Reducing Community Emissions, Climate Vulnerability Assessment and Air Quality)	Shared with minutes	August	Kylie	Closed
Air Quality Monitoring next phase	Share draft project plan and desktop literature review with minutes	August	Bruce	Active
McKinnon Secondary School	Involving students with environmental projects	August	Bruce	Active
Garden Avenue Park planting	Include response in minutes	August	Niall	Closed

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GLEN EIRA
GLEN EIRA LEISURE
ADVISORY COMMITTEE MEETING

MINUTES

The Glen Eira Leisure Advisory Committee meeting commenced at 6.00pm.

Thursday 3 September 2026
6.00pm–8.00pm

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

Present:

Councillors:	Cr Luca Ragni (Chair)	Councillor committee member
	Cr Margaret Esakoff (Online)	Councillor committee member
	Cr Kimberley Young (Online)	Councillor committee member
Community Representatives:	Rebecca Yien	Community committee member
Skills-Based Representatives:	Carl Partridge	Skills-Based committee member
	Taya Phillips	Skills-Based committee member
Council Officers:	Peter Tillotson	Acting Director Community Wellbeing
	Rachel McGregor	Acting General Manager GEL
	Jordan Wise	Business Operations Manager GEL
	Mairead Clarke	Acting Customer Experience Coordinator GEL
	Natalie Mreulje	Management Assistant GEL

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1. Welcome and Acknowledgement of Country Cr Luca Ragni

Cr Luca Ragni (Chair) welcomed the committee and acknowledged Traditional Owners and Custodians.

2. Apologies Cr Luca Ragni

Director Niall McDonagh and committee members Mick Cummins, Louise Russell and Kathryn Watt send their apologies.

3. Conflicts of Interest Declaration Cr Luca Ragni

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

4. Action Items – Updates from last committee meeting Cr Luca Ragni

Title/Item	Action	Update	Responsible Officer	Active/ Closed
GEL Strategic Plan	Strategic Plan to be finalised and turned into final copy by Media and Comms team. This includes the 'plan on a page'	Final copy has been produced and shared with staff.	Peter Tillotson	Closed
Financial Reporting	Review Financial reporting format to improve transparency	Quarterly reports will continue to provide updates on financial performance in relation to operational budget. In addition to this, GECC Finance team will assist in producing a more detailed Financial Report at EOFY that will be shared with committee.	Peter Tillotson	Closed
GEL 26/27 Business Plan Draft	Strengthen strategic and analytical components	Annual Actions separated into an alternative document to better define scope and reference strategic linkages. Review of risks has been conducted, resulting in four additional risks to be included.	Peter Tillotson	Closed
GEL 26/27 Business Plan Draft	Explore option of including more staff wellbeing in GEL's drafted action items	Annual action added to introduce a workforce development program for staff. New risk added covering 'Psychosocial Impacts to Staff'. Additional work being done in People Strategic Work Group, focussing on staff mental health and wellbeing (GEL Social Calendar, Wellbeing Officers).	Peter Tillotson	Closed
CRC Review	Move forward with presenting optimisation plan to council	Presented to Council at Assembly meeting on 21/07/26. Endorsed by Council at OCM on 01/09/26.	Peter Tillotson	Closed

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5. Summary of meeting minutes from previous meeting Cr Luca Ragni

The previous meeting was held on Wednesday, 27 May 2026 and the meeting minutes were emailed to committee members on 12 June 2026. The minutes have been accepted as read and confirmed by the committee.

Minutes were received and noted at the Ordinary Council Meeting on Tuesday, 30 June 2026.

6. Items for Discussion:

6.1 Annual Member Survey 2026 Results Rachel McGregor

Mairead Clarke

The committee received a presentation outlining the results of the 2026 Annual Member Survey. The survey received 3,018 responses, representing the highest participation level achieved for a GEL member survey. Overall results indicated strong member satisfaction, positive customer experience outcomes and Net Promoter Scores above industry benchmarks across all sites.

Discussion

The committee noted the exceptionally strong response rate and acknowledged the overwhelmingly positive feedback received regarding staff, inclusiveness, aquatic facilities, programs and overall value for money. Members particularly praised staff friendliness, professionalism and the welcoming environment created across GEL facilities.

Questions were raised regarding the reduction in overall Net Promoter Score compared with the previous year. Management advised that the survey methodology had been refined to allow site-specific analysis and suggested the previous year's results may have been influenced by community excitement associated with the opening of Carnegie Memorial Swimming Pool. Management undertook to investigate whether the movement reflected a shift from promoters to passive respondents.

The committee discussed the impact of increasing membership numbers on customer satisfaction and queried whether capacity constraints may be contributing to survey feedback. Management acknowledged demand pressures across health and fitness programs, particularly Reformer Pilates, and advised that GEL continues to explore ways to maximise available space, increase programming and better distribute attendance throughout the day. Management noted that Carnegie Memorial Swimming Pool had developed its own membership base rather than significantly reducing demand at GESAC.

Questions were raised regarding the effectiveness of the online booking system and whether reported concerns were primarily related to technology or availability. Management advised that most complaints relate to the popularity of specific classes rather than functionality issues, with highly sought-after classes regularly reaching capacity shortly after bookings open. In response, virtual Reformer Pilates has been introduced at GESAC to provide members with alternative participation options and reduce perceptions of missed opportunities.

Committee members queried whether there was demand for extended operating hours or 24-hour facility access. Management advised that previous reviews had identified limited demand outside existing operating hours and that the operational and safety risks associated with 24-hour access currently outweighed the potential benefits. It was noted that

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membership patterns have shifted in recent years, with daytime usage increasing significantly.

Questions were also raised regarding maintenance and cleanliness ratings. Management confirmed that pool water quality and testing regimes continue to comply with Department of Health requirements and advised that cleanliness concerns primarily relate to high-traffic common areas such as change rooms. A review of cleaning arrangements is currently being undertaken to improve consistency and responsiveness.

The committee discussed opportunities to better distribute visitation throughout the day. Suggestions included off-peak incentives and alternative membership models. Management advised that these concepts are being considered as part of the broader membership model review, with a focus on balancing demand, accessibility and affordability.

Questions were raised regarding online customer experiences and website navigation. Management advised that optimisation of customer access channels forms part of current business planning activities and may include future software and self-service improvements.

It was queried whether service theft is an issue, particularly at Carnegie Memorial Swimming Pool that does not have access door/gates to get into the aquatics area. It was acknowledged that there is a level of service theft across all sites, however, particularly at CMSP with the way the entrance is set up and with the higher than forecasted visitation levels. Access control will evolve over time to address service theft concerns.

The committee expressed support for the initiatives underway and acknowledged the strong survey results achieved.

Recommendations

No recommendations made

6.2 GEL Q4 Quarterly Report Peter Tillotson

The GEL Q4 Quarterly Report was shared with committee members prior to the meeting. Peter shared the key highlights and challenges and invited feedback from the committee.

Discussion

The committee noted strong organisational performance across most operational measures, including record visitation exceeding 2.5 million annual visits, continued membership growth and strong customer experience outcomes. Health and Fitness memberships were identified as the primary driver of growth throughout the year.

Questions were raised regarding areas where expenditure exceeded budget and the extent to which these costs were attributable to growth. Management advised that the most significant variances related to increased electricity and gas costs and higher staffing expenses associated with expanded group exercise programming and increased operational activity. Management noted that increased expenditure had largely been offset by strong membership growth and revenue performance.

The committee queried the accuracy of financial forecasting given the changes associated with Carnegie Memorial Swimming Pool operations. Management advised that, after accounting for several year-end adjustments and accounting corrections, overall operational performance was broadly in line with budget expectations and reflected a strong financial result considering the scale of organisational growth.

Questions were raised regarding future membership pricing and whether annual fee increases remain appropriate. Management advised that a comprehensive membership model review is planned to examine affordability, participation, demand management and

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value, rather than relying solely on annual fee increases. It was noted that different membership cohorts consume services in different ways and future pricing structures may better reflect service usage patterns.

The committee discussed balancing financial sustainability with maintaining access for vulnerable and lower-income community members. Management advised that affordability considerations will remain a central component of any future membership model review.

Recommendations

No recommendations made

6.3 Business Operations Team Structure — Jordan Wise

A PowerPoint presentation was shared, covering an overview of the proposed structure, the rationale behind the changes and the expected benefits.

Discussion

Management outlined the rationale for the proposed organisational restructure, noting that it forms part of a planned review following the opening of Carnegie Memorial Swimming Pool. The proposed changes seek to improve leadership capacity, accountability, service delivery and workforce sustainability.

Questions were raised regarding the drivers for the restructure and whether operational growth had exceeded the capacity of the existing model. Management advised that growth in programs, health and fitness memberships, group exercise participation and Swim School operations had significantly increased workloads in several areas. The restructure is intended to better align resources with demand and create clearer operational ownership.

The committee queried the financial implications of creating additional leadership positions given previously reported wage pressures. Management advised that the proposed model maintains overall staffing levels and is expected to generate a modest annual saving through role redesign and operational efficiencies. Several of the newly proposed positions are part-time and are intended to support areas experiencing the greatest operational demand.

Questions were also raised regarding future workforce efficiencies. Management advised that a separate organisational review is underway to identify opportunities to improve workforce planning, rostering and operational effectiveness through better utilisation of data and technology.

Discussion also focused on workforce development and succession planning. Management advised that the proposed structure creates additional leadership pathways for existing employees and strengthens staff development opportunities across the organisation.

The committee acknowledged the importance of proactively adapting structures to support organisational growth and service quality.

Recommendations

No recommendations made

6.4 GEL 26/27 Business Plan Final and GEL Annual Actions 2026-27 — Peter Tillotson

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A copy of the GEL 26/27 Business Plan Final was shared with committee members prior to the meeting, alongside the GEL Annual Actions 2026-27 document.

Discussion

Management provided an overview of changes made following feedback received during the previous Advisory Committee meeting. The committee noted that annual actions have been separated into a standalone document to provide clearer strategic linkages, milestones and accountability measures.

Questions were raised regarding the purpose and intended audience for the Business Plan and Annual Actions documents. Management advised that the Business Plan provides a high-level overview of strategic and operational priorities, while the Annual Actions document provides more detailed information regarding implementation, milestones and links to the Council Plan.

The committee queried how community-facing reporting aligns with the internal planning framework. Management advised that key actions connected to Council's Integrated Planning and Reporting Framework ultimately form part of broader Council reporting obligations, while GEL-specific actions primarily support internal business planning and operational management.

Questions were also raised regarding new organisational risks included in the plan. Management advised that additional risks relating to psychosocial impacts, information technology and emerging operational challenges had been introduced following review. A broader review of organisational risks is planned during the coming year.

The committee acknowledged that the revised structure provided improved clarity and strategic alignment compared with previous drafts.

Recommendations

No recommendations made

6.5 GEL Annual Report 2025-26 and Financial Report Peter Tillotson

Draft copies of the GEL 25-26 Annual Report (draft) and GEL 25-26 Annual Performance & Financial Report (final draft) were circulated to committee members prior to the meeting. Peter provided an overview of the purpose, proposed audience and intended use of both reports and invited feedback on their content, structure and future positioning within Council's broader reporting framework.

Discussion

The committee reviewed draft versions of the GEL Annual Report and Annual Performance & Financial Report. Management advised that the reports have been developed to improve transparency, provide a concise overview of GEL performance and better communicate achievements to internal and external stakeholders.

Questions were raised regarding the intended audience and future use of the reports. Management advised that the Annual Report is designed primarily as a summary of organisational achievements and service outcomes, while the Annual Performance & Financial Report provides greater operational and financial detail. Both reports are intended to complement, rather than replace, existing Council reporting mechanisms.

Committee members discussed whether future reports should become more publicly facing and include stronger storytelling regarding community outcomes. Members noted that GEL delivers significant value to the community and that many residents may not fully understand

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the breadth of services and programs delivered. Suggestions were made to incorporate community impact stories and achievements to better communicate GEL's contribution.

Feedback provided prior to the meeting was tabled and noted. The feedback described overall business performance as strong and commended management on the quality of the reports. It welcomed the inclusion of depreciation and indirect overheads within financial reporting and suggested that interest costs associated with borrowings for Carnegie Memorial Swimming Pool should also be reflected to improve transparency regarding the full cost of delivering facilities and services. The feedback further advised that the current practice of including a summary within Council's Annual Report remained appropriate, provided depreciation-adjusted financial results are referenced.

Questions were raised regarding the use of social return on investment data and broader measures of community impact. Management advised that while financial sustainability remains important, leisure services deliver significant social, health and wellbeing outcomes that should also be recognised and communicated. The committee supported efforts to further explore and present these broader benefits.

The committee broadly supported continued development of both reports and encouraged greater promotion of GEL achievements and impacts across the wider community.

Recommendations

No recommendations made

7. General Business: Cr Luca Ragni

7.1. Notable Updates

Peter Tillotson provided several updates to the committee, including GESAC's recognition as a finalist in the AUSactive Quality Accredited Business of the Year Awards and the recent success of Glen Eira Leisure staff and programs at the Aquatic and Recreation Victoria Industry Awards. The committee congratulated staff on these achievements and acknowledged the positive reflection these awards have on both the organisation and its workforce.

Management advised that GEL had received three Aquatic and Recreation Victoria awards since the previous committee meeting, including recognition for Lifeguard of the Year, Group Exercise Instructor of the Year and Sustainability Initiatives at Carnegie Memorial Swimming Pool. A further staff member was recognised as highly commended in the Swim Teacher category.

Management also informed the committee that responsibility for bookings and operational oversight of the Duncan Mackinnon Athletics Precinct would transition to Glen Eira Leisure. The change will enable athletics track, pavilion and associated bookings to be managed through a single operational area and better align community access and utilisation processes.

Questions were raised regarding the purpose of transferring Duncan Mackinnon operations to GEL and whether the change was intended primarily as a revenue-generating initiative. Management advised that the transfer is focused on improving utilisation of underused facilities and streamlining booking processes, rather than acting as a significant new revenue stream. It was noted that the site currently generates relatively modest booking revenue despite containing substantial community infrastructure.

The committee discussed opportunities for the site to support existing capacity pressures across GEL facilities. Members suggested the facility could potentially provide overflow programming opportunities for GESAC due to its proximity and available space. Management advised that future programming opportunities would be explored through a planned site review and that all options remain under

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consideration, including maintaining the existing arrangement, expanding community programming or undertaking broader facility improvements.

Questions were raised regarding how the facility currently operates and whether the transfer included maintenance responsibilities. Management clarified that the change relates primarily to bookings and utilisation, while existing sporting club allocations, maintenance responsibilities and recreation services functions will remain unchanged. The intention is to simplify customer access and create a single point of coordination for community bookings and events.

Discussion also occurred regarding historical community events previously held at the athletics track, including Relay for Life. Committee members noted opportunities to explore future community participation initiatives and events at the site. Management advised that the proposed Access and Partnerships team would provide a stronger platform to facilitate these opportunities and work proactively with community groups to increase utilisation of the facility.

Management further advised that a comprehensive review of the Duncan Mackinnon site is planned as part of future business planning activities. The review will consider utilisation patterns, community needs, participation opportunities and the potential role of the facility in supporting future demand generated by population growth and surrounding developments, including East Village.

An update was also provided regarding the upcoming Swim School Survey. Management advised that a standalone survey approach would again be used, recognising that Swim School customers have different experiences and priorities to Health and Fitness members. The survey is scheduled to be conducted during spring and is expected to provide valuable insights into customer satisfaction, participation and future opportunities for service improvement.

7.2. Committee Acknowledgement

The Chair acknowledged that this would be Councillor Kimberley Young's final Glen Eira Leisure Advisory Committee meeting prior to commencing maternity leave. On behalf of the committee, appreciation was expressed for Cr Young's contribution and participation throughout the committee term.

Cr Young thanked committee members and officers and advised she would be commencing leave following the conclusion of her remaining Council commitments. The committee extended its congratulations and best wishes for her upcoming parental leave

8. Meeting Schedule Cr Luca Ragni

Meetings of the Committee will be held quarterly in person and will be made available online also. The next meeting is scheduled for:

- Thursday 3 December 6.00pm – 8.00pm

9. Closure of Meeting:

The meeting closed at 7.41pm.

Minutes to be confirmed at the next Ordinary Council Meeting on Tuesday 6 October 2026.

Title/Item	Action	Update	Responsible Officer	Active/ Closed
Annual Member Survey 2026	Review Net Promoter Score movement to determine whether changes occurred		Rachel McGregor	Active

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	amongst promoters, passives or detractors and provide feedback to committee.			

GLEN EIRA CITY COUNCIL AUDIT AND RISK COMMITTEE

Minutes of Friday, 18 September 2026

Yarra Yarra Room

8:00 AM In-camera Session, 8:30 AM Meeting

Committee Attendees:

Committee Members

Independent Members

- Lisa Tripodi, Independent Member
- Craig Geddes, Chairperson
- Menchi Schneier, Independent Member

Councillors

- Mayor Simone Zmood, Committee Appointed Member
- Cr Li Zhang, Committee Appointed Member
- Cr Jane Karslake, Committee Appointed Substitute Member

Internal Auditors (HLB Mann Judd Advisory & Accounting)

- Kapil Kukreja, Partner Risk Assurance and Consulting
- Kundai Mtsambiwa, Director Audit & Assurance

Council Officers

- Andrea Pogue, Manager Organisational Strategy
- Claire Wynn, Coordinator Risk Management
- Diana Vaynrib, Manager Legal, Risk and Governance
- Jane Price, Acting Chief Executive Officer
- John Vastianos, Chief Financial Officer
- Kellie Vise, Director Customer and Corporate Affairs
- Patty Frederic-Brown, Executive Management Officer Finance
- Paul Barrett, Chief Information Officer

Apologies

- Alon Milstein, Coordinator Financial Accounting
- Lee Blashki, Manager Financial Audit (VAGO)
- Lucy Roffey, Chief Executive Officer
- Travis Derricott, Sector Director, Financial Audit (VAGO)

Minutes

- John Vastianos, Chief Financial Officer

The Committee met at 8am in-camera in discussion of broad issues facing Council and the risk elements thereof. Mr Vastianos and Ms Price joined the in-camera discussion at 8am.

AUDIT AND RISK COMMITTEE
Friday, 18 September 2026
8:00 AM In-camera Session, 8:30 AM Meeting (Yarra Yarra Room)
MINUTES

1. ACKNOWLEDGEMENT OF COUNTRY, WELCOME AND APOLOGIES

At 8:30am, the Chairperson commenced the meeting with an Acknowledgement of Country, welcomed Ms Patty Frederic-Brown to her first Audit and Risk Committee meeting, and noted apologies from Council Officers Ms Roffey and Mr Milstein, and VAGO representatives Mr Derricott and Mr Blashki.

2. DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT

2.1 DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT

The Chairperson invited any updates to the Register of Interests and asked whether anyone present was aware of any breaches of the *Local Government Act 2020*, or any other irregularities or matters requiring the Committee's attention.

No breaches, irregularities, or matters were reported.

The Committee noted the Register of Interests of independent members, and that the table will be updated in future to reflect any specific guidance under the *Local Government Act 2020*.

3. CONFIRMATION OF AGENDA

The Committee noted all agenda items presented for consideration and, for ease of reference, acknowledged the information items contained in Section 15 of the agenda.

4. MINUTES OF PREVIOUS MEETING 21 AUGUST 2026

The Committee noted that the minutes of the 21 August 2026 meeting were confirmed out of session and subsequently reported by the CFO to the Ordinary Council Meeting for adoption.

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 PREVIOUS MEETINGS

The CFO provided an update on outstanding action items and their timing.

The CFO further advised that the signing date for the 2025–26 Financial Statements and

Performance Statement had been revised from 1 September 2026 to 11 September 2026 to accommodate additional disclosure requested by VAGO relating to the Clayton South Regional Landfill Joint Venture. The additional disclosure was included to ensure consistency of reporting across the five member councils and to provide greater transparency regarding the proposed sale of the landfill site to the Suburban Rail Loop Authority and any potential ongoing obligations arising under the sale agreement.

The Committee endorsed the removal of completed items from the Action Register and agreed that all outstanding items would be carried forward to the next Committee meeting.

Action Item:

The CFO to advise the Committee once the VAGO audit opinions have been received and to notify all Councillors of the revised signing date for the 2025–26 Financial Statements and Performance Statement.

7. FINANCIAL AND PERFORMANCE REPORTING

7.1 FINANCIAL PERFORMANCE AND REPORTING

The CFO presented an overview of Council's financial performance as at 31 August 2026.

The CFO stated that Council is forecasting an operating surplus of $4.7 million and remains in a sound financial position despite ongoing cost pressures. The CFO also highlighted a forecast capital works program of $54 million, including the settlement of the Elsternwick Bowling Club site. The CFO further outlined the continued implementation of the Financial Sustainability Strategy to support Council's long-term financial resilience.

The Committee noted the update.

8. RISK MANAGEMENT

8.1. ORGANISATIONAL RISKS

8.1.1 UPDATE ON REVIEW OF THE RISK MANAGEMENT FRAMEWORK, RISK APPETITE & RISK PLAN

Ms Wynn provided an update on the review of Council's Risk Management Framework, including the Risk Appetite Statement, risk tolerances and the Risk Management Action Plan for 2026–2027.

Ms Wynn explained that the Risk Appetite Statement provided guidance on the level of risk Council was prepared to accept in pursuit of its strategic objectives. A workshop was held with the Executive team on 25 August 2026 to commence the review process. A new Risk Appetite Statement will be presented at a future Audit and Risk Committee meeting for noting.

Following endorsement of the updated Risk Appetite Statement, tolerance levels will be developed for each risk category. Training and implementation activities will be incorporated into the annual Risk Management Action Plan.

The Committee noted the update on Council's Risk Management Framework and the 2026–2027 Risk Management Action Plan.

8.1.2 DIRECTORATE RISK REPORT - CUSTOMER & CORPORATE AFFAIRS

Ms Vise presented a directorate-level summary of the current strategic and operational risks for the Customer and Corporate Affairs (CCA) Directorate. The Directorate provides leadership, direction, and support to six business units:

- Digital and Technology Services
- Public Affairs
- Legal, Risk and Governance
- Customer Experience
- Organisational Strategy
- People and Culture, which joined the directorate in June 2026.

The CCA Directorate is currently managing two key organisational strategic risks:

- Cyber and data security are compromised
- Council's strategic priorities and commitments are not achieved

The directorate recently completed a comprehensive review of its operational risk profile. The review confirmed the current risk profile, updated treatment activity and identified areas where risk descriptions, controls and evidence can be further refined.

The current profile comprises 49 risks across six business units: 1 Very High, 4 High, 25 Medium and 19 Low residual risks.

Ms Vise explained that the operational exposure is concentrated in Customer Experience, Digital and Technology Services, and Legal, Risk and Governance. The Very High risk relates to planned external events on Council land or land managed by Council, including legislative obligations related to crowded places. The four High risks relate to cyber security, technology obsolescence, disaster recovery resilience and business continuity planning.

The Directorate's risk profile remains stable and appropriately managed, supported by regular review, established governance arrangements and ongoing treatment activity.

The Committee noted the Directorate Risk Report for the Customer and Corporate Affairs Directorate.

8.1.3 ENTERPRISE RISKS REPORT

Ms Wynn presented an update on Enterprise Risks of which the purpose is to:

- connect Strategic and Operational Risk registers;
- strengthen enterprise oversight; and
- provide greater clarity for risk ownership where controls and treatments span the organisation.

The Enterprise Risk Register will help Council better understand and manage risks that sit across the organisation. It will support organisation-wide treatment planning, prioritised funding, common systems, coordinated improvement programs and clearer measurement of treatment effectiveness.

The Enterprise Risk Register provides an organisation-wide view of key risk areas requiring coordinated ownership, resourcing, treatment planning and monitoring. The current residual ratings identify four High and three Medium enterprise risks. With planned treatments, the forecast ratings reduce to six Medium risks and one Low risk.

The Committee noted the Enterprise Risks and the alignment between Strategic, Enterprise and Operational risk registers.

8.2. KEY STRATEGIC RISK FOCUS AREAS

8.2.1 CHIEF INFORMATION OFFICER REPORT

The Chairperson welcomed Mr Barrett to the meeting at 9:10am.

Mr Barrett provided an update to the Committee on Information Management, which included:

- Progress on the Finance System Replacement Project.
- Digital & Technology Strategy 2025-2029 with work having progressed across a number of strategic initiatives aligned to the Strategy's five priority areas.
- Annual cyber simulation exercise and annual penetration testing reports.
- Information architecture development. Including key findings and proposed future state.
- Emerging technology trends, including a Maddock Report on AI risk and governance in Local Government.

The Committee noted the quarterly report from the Chief Information Officer and made a number of suggestions regarding future reporting.

Action Item:

The Committee requested the next Chief Information Officer update include an overview of Council's progress on a roadmap from its current state architecture to a future state Enterprise Architecture – particularly how this relates to unsupported systems, key strategic IT risks and associated mitigating controls, and the timing and outcomes of penetration testing activities. The Committee also requested that officers advise the Audit and Risk Committee out of session when the replacement finance system goes live.

Mr Barrett and Cr Zmood left the meeting at 9:55am.

8.2.2 AGED CARE SERVICES - RESPONSIBLE PERSONS REPORT Q4 (APRIL TO JUNE 2026)

Ms Price provided an update on the quarter four Responsible Persons reports for Warrawee and Bayside City Council under the Responsible Persons governance framework.

Council has submitted and paid for the registration renewal applications for Warrawee and Bayside/CHSP and is awaiting advice from the Aged Care Quality and Safety Commission on the next stage of the assessment process. In preparation, Councillors have been provided with a Responsible Persons Briefing Pack and the Warrawee and Bayside/CHSP Governance Frameworks.

The Warrawee project has progressed into the procurement phase. The Expression of Interest process closed on Friday 14 August 2026, with Council receiving submissions. Officers are reviewing the submissions in accordance with the approved evaluation process, supported by probity, commercial, legal and procurement advisors.

The Committee noted the:

1. quarter 4 Responsible Persons reports for Warrawee and Bayside / CHSP services;
2. update on registration renewal for Warrawee and Bayside / CHSP, including preparation undertaken for Responsible Persons and the external audit of Warrawee's National Quality Indicator data;
3. Warrawee and Bayside / CHSP Governance Frameworks and the Responsible Persons Briefing Pack; and
4. current status of the Warrawee project and risk management.

The Committee discussed opportunities to strengthen reporting and governance oversight.

8.2.3 FINANCIAL SUSTAINABILITY STRATEGY - PROGRESS UPDATE AS AT AUGUST 2026

Ms Vise provided an update to the Committee on the implementation of the Financial Sustainability Strategy which included the completion of several foundational actions including adoption of the Pricing Policy, adoption of the Strategic Asset Reserve Policy, implementation of the approved rate cap variation increase from 1 July 2026, completion of the Service Review Audit and adoption of the revised Financial Plan and Capital Works Program.

The primary focus for the next phase of implementation is transitioning from strategy development to implementation, including operationalising the Strategic Asset Reserve, introducing a new service review approach and progressing procurement improvement initiatives.

There will also be a continued focus on strengthening organisational understanding of financial sustainability principles and ensure consistent application of the Strategy across planning, budgeting, service reviews and capital investment decisions.

Ms Vise explained that this was being done through Executive and Senior Leadership Group engagement activities including the planning and budget cycle for 2027-28 which had commenced in August.

The Audit and Risk Committee noted the progress made in implementing the Financial Sustainability Strategy during the period 1 May to 31 August 2026.

8.2.4 CRISIS MANAGEMENT & BUSINESS CONTINUITY PLAN UPDATE

Ms Vise provided an update on the activation of Council's Crisis Management and Business Continuity Plan in response to the Middle East conflict and the resulting fuel and supply chain disruptions, including the key actions being undertaken to identify and manage associated risks and impacts.

Since the previous report to the Committee in May 2026, the BCP Committee had overseen Council's response to external disruption, including fuel market impacts, supply chain risks, workforce considerations, contractor impacts and Road Transport Contractual Chain Order compliance. The situation had stabilised and the activation had transitioned to business-as-usual management. Officers had completed a structured debrief and lessons learned exercise, with key improvement opportunities to be converted into a practical action plan.

The Committee noted the transition of the Crisis Management and Business Continuity Plan activation to business-as-usual management, including the ongoing management of residual actions and implementation of lessons learned.

Action Item:

Include in the Committee Work Plan a future update on the scheduled review and testing of Council's Disaster Recovery Plan, and confirm it is integrated within the Business Continuity Plan.

9. FRAUD PREVENTION SYSTEMS AND CONTROLS

Nil

10. COMPLIANCE MANAGEMENT

10.1 CORPORATE GOVERNANCE REPORT

Ms Vaynrib provided an update on Council's Corporate Governance, outlining key metrics for the period 1 April to 30 June 2026. The Committee noted the Corporate Governance Report for this period, which included updates on Council's gift register, personal interest returns, conflicts of interest, privacy complaints, and relevant policies. The Committee also provided feedback and suggestions for continuous improvement.

11. INTERNAL CONTROL ENVIRONMENT

Nil

12. INTERNAL AUDIT

12.1 REVIEW OF IT GENERAL CONTROLS (DRAFT SCOPE)

The Committee reviewed and recommended the proposed scope for the IT General Controls Review. The review will assess the design and effectiveness of Information Technology General Controls, including IT governance and operations, change management, logical access management and computer operations.

12.2 REVIEW OF PAYROLL (DRAFT SCOPE)

The Committee reviewed and recommended the proposed scope for the Payroll Review (including Data Analytics). The review will assess the design and effectiveness of payroll processes and controls and provide assurance over compliance with key payroll requirements.

As part of the review, data analytics will be undertaken to assess the completeness and accuracy of payroll data, including a review of employee Masterfile data and payroll transactions. Any exceptions identified through testing and data analytics will be investigated, with results provided to management for further review and action as appropriate.

The Committee took a break from 10:20 to 10:30am

12.3 INTERNAL AUDIT REVIEW (SERVICE REVIEW)

The Chairperson welcomed Ms Pogue to the meeting at 10:30am.

Mr Mtsambiwa presented the internal audit review of Council's service review methodology. The primary objective of this review was to assess the design adequacy and effectiveness of internal controls embedded in service review methodology and framework, including the processes used to conduct short, medium and long-term service reviews.

The review concluded that the design and operating effectiveness of the internal controls supporting the Council's service review methodology and framework were partially effective. While Council had established a number of key elements to support service planning and review activities, these arrangements were not consistently applied across all service planning and review activities. Improvement opportunities were identified to further strengthen Council's service review methodology processes and controls.

The high-level benchmarking exercise conducted against a sample of similar councils using the MAV Service Management Assessment Framework indicated that Council's service management maturity is slightly above the comparator average, although the results reinforce the need to continue formalising and embedding service management practices across the organisation.

The Committee noted the audit report of Service Reviews.

Action Item:

A report is provided to the Committee in 12 months' time on progress implementing Council's revised approach to strategic service lifecycle planning.

Ms Pogue left the meeting at 10:55am.

12.4 INTERNAL AUDIT REVIEW (FOLLOW-UP REVIEW)

Mr Kukreja presented the Follow-up Review, which assessed actions reported as completed by Council to the Committee for the period 1 June 2025 to 30 April 2026.

The purpose of the review was to verify that all actions marked as completed during this period, including those rated High and Medium and a sample of Low-risk actions, were appropriately reviewed, providing assurance to both management and the Committee that recommendations from internal audit reports had been adequately implemented and reported.

Mr Kukreja advised that 68 items were reviewed. Overall, the audit found good progress in Council's response to previous internal audit findings. However, the review identified that 3 recommendations were partially completed and 2 remained outstanding.

The Committee noted the Follow-up Review of Completed Actions from Internal Audit Reports.

12.5 INTERNAL AUDIT (ANNUAL REVIEW)

Mr Kukreja presented the Internal Auditor's annual review of the internal audit program for the period 1 July 2025 to 30 June 2026, which encompassed seven completed reviews and confirmed that no extreme risks were identified.

The findings highlighted high and medium risks. Documentation was the most consistent theme across the financial year 2025-26 program. All reviews identified opportunities to develop, review or enhance policies, procedures, guidelines and associated documentation to support staff in discharging their responsibilities effectively.

It was also acknowledged that, overall, Council had appropriately skilled staff to support the service delivery and organisational activities. Improvement opportunities primarily related to strengthening policies and procedures, improving documentation, enhancing training and awareness, and further clarifying roles and responsibilities.

The Committee noted the Internal Auditor's annual review of the internal audit program and the recurring themes identified across the 2025-26 audit program.

Action Item:

Management to consider opportunities to share key internal audit themes, insights and lessons learned across the organisation to support continuous improvement and strengthen organisational practices.

12.6 INTERNAL AUDIT PERFORMANCE QUESTIONNAIRE

The CFO presented the draft Internal Audit Performance Questionnaire for Committee review. The purpose of the attached questionnaire is to assess the effectiveness of the Internal Auditors and provide structured feedback.

The Committee:

1. Noted the Internal Audit Performance Assessment Questionnaire; and
2. Confirmed the questionnaire, subject to any amendments by the Committee, for discussion at the next Committee meeting.

13. EXTERNAL AUDIT

Nil

14. AUDIT AND RISK COMMITTEE ITEMS

14.1 COMMITTEE PERFORMANCE EVALUATION

The CFO presented the draft self-assessment questionnaire for the Audit and Risk Committee to complete as part of their performance evaluation. The questionnaire is designed to gather feedback on improvement areas, with a particular focus on the Committee Charter and the Timetable/Work Plan in preparation for the 2027 calendar year.

The CFO explained that the self-assessment aims to evaluate the Committee's effectiveness against its Charter and benchmark its performance against Audit and Risk Committees in other organisations. The questionnaire will be distributed to ARC members, and a summary of the results will be tabled at the November meeting.

The Audit and Risk Committee:

1. Noted the annual performance evaluation questionnaire; and
2. Endorsed the questionnaire, subject to any amendments, for circulation to Committee members, with the outcomes to be reported back to the Committee at a future meeting.

15. INFORMATION & UPDATE ON ITEMS (INFORMATION ONLY, NOT ACTION)

15.1 SECTION 10 COMPLIANCE - PERFORMANCE AUDIT & OTHER INTEGRITY AGENCIES (VAGO)

The Committee noted updates from the Victorian Auditor-General's Office relating to performance audits and other integrity agencies.

15.2 SECTION 11 INTERNAL CONTROL ENVIRONMENT - SECTOR REPORT (INTERNAL AUDITOR)

The Committee noted the sector report prepared by the Internal Auditor.

15.3 SECTION 12 INTERNAL AUDIT - INTERNAL AUDIT CHARTER

The Committee reviewed the Internal Audit Charter (subject to any amendments) and recommended the CEO to include the draft report for consideration by Council at the next practicable Ordinary Council Meeting.

15.4 SECTION 12 INTERNAL AUDIT - STATUS OF INTERNAL AUDIT ACTIONS

The Committee noted the progress and status of internal audit action items from the internal audit program.

15.5 SECTION 12 INTERNAL AUDIT - INTERNAL AUDIT STATUS REPORT

The Committee noted the progress and status of the Internal Audit Report in accordance with the 2025-26 Internal Audit Plan.

15.6 SECTION 14 AUDIT & RISK COMMITTEE ITEMS - 2026 COMMITTEE WORK PLAN

The Committee noted the Committee's Work Plan for the 2026 calendar year subject to any amendments.

15.7 SECTION 13 EXTERNAL AUDIT - STATUS OF EXTERNAL AUDIT ACTIONS

The Committee noted the progress and status of external audit actions from the VAGO.

16. GENERAL BUSINESS

16.1 GENERAL BUSINESS

The Committee noted General Business Agenda Items and noted the next meeting is scheduled for Friday, 27 November 2026.

17. AUDIT AND RISK COMMITTEE (MEMBERS ONLY)

Nil

18. CLOSURE OF MEETING

The meeting concluded at 11:00am.

9.2 Records of Assembly

9.2.1 RECORDS OF ASSEMBLY

Author: *Karling Colomiere, Coordinator Councillor Business*

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

Trim No: *26/1284248*

Attachments:
1. *18 August 2026 Assembly* ⇩
2. *25 August 2026 Assembly* ⇩
3. *1 September 2026 Pre-meeting* ⇩

RECOMMENDATION

That Council notes the Records of Assemblies for:

1. 18 August 2026 Assembly;
2. 25 August 2026 Assembly; and
3. 1 September 2026 Pre-meeting.

OFFICIAL: Sensitive

Assembly of Councillors – Record of Assembly

18 August 2026

Assembly commenced at 5.01pm

Councillors Present:	**Officers Present:**	
Mayor, Cr Simone Zmood	Lucy Roffey (CEO)	Andrew McQuillan
Cr Arabella Daniel	Niall McDonagh	Bella Stanley
Cr Margaret Esakoff	Jane Price	Harley Moraitis
Cr Jane Karslake	Rosa Zouzoulas	Ruth Hennell
Cr Luca Ragni	John Vastianos	Sally Garson
Cr Sam Parasol	Alex Leamy	Matt Slavin
Cr Kimberley Young	Diana Vaynrib	Georgia Logan
Cr Li Zhang	Mary Lennon	Brooke Ranken
		Luke Fraser
		Bruce Allen
		Fiona Whiteley
		Jewil Fulton
		Corrie Considine

1. **Acknowledgement**

2. **Apologies & Conflicts of Interest**
   - Cr Kay Rimbaldo

3. **Council's Commitment to Equity and Inclusion**

4. **Warrawee Project Update**

5. **Immunisation Overview**
   5.20pm – it is recorded that Cr Karslake arrived.

6. **Housing Targets Advocacy (East Village)**
   7.02pm – it is recorded that Cr Ragni vacated the meeting room.
   7.03pm – it is recorded that Cr Ragni returned to the meeting room.

7. **Draft OCM Agenda Check-in – 1 September 2026**

8. **General Business**
   - Cr Daniel – Notice of Motion query.
   - Acting Director Customer and Corporate Affairs – advocacy update.
   - Cr Karslake – H5 Bird Flu question, advocacy question, traffic safety question.
   - CEO – meeting date check in.
   - Cr Young – e-bike query, leave update.
   - Cr Zmood – Alliance for Gambling Reform advocacy campaign.
   - Cr Parasol – pothole discussion.
   - Cr Esakoff – meeting attendance update.
   - Director Community Wellbeing: incident at Commonwealth Supported Home Care.
   - Chief Financial Officer: Monash Business School visit.

   8.22pm – it is recorded that Cr Ragni vacated the meeting room.
   8.25pm – it is recorded that Cr Ragni returned to the meeting room.

9. **Councillor / CEO only time (Cr Young)**

Assembly concluded at 8.25pm

Assembly of Councillors – Record of Assembly

25 August 2026

Assembly commenced at 5.00pm

Councillors Present:	**Officers Present:**	
Mayor, Cr Simone Zmood	Lucy Roffey (CEO)	Robert Parker
Cr Arabella Daniel	Kellie Vise	Kiran Nagra
Cr Margaret Esakoff (online)	Niall McDonagh	Andrew McQuillan
Cr Jane Karslake	Jane Price	Lana Cari
Cr Luca Ragni	Rosa Zouzoulas	Erica Fox
Cr Kay Rimbaldo	John Vastianos	Sue Monagle
Cr Sam Parasol	Diana Vaynrib	Matt Slavin
Cr Kimberley Young	Karling Colomiere	Jewil Fulton
Cr Li Zhang		

1. Acknowledgement

2. Apologies & Conflicts of Interest

3. Running Sheet Review

4. Complaint Insights: Themes, Learnings and Actions

5. Annual Community Grants 2026-2027

6. Planning Scheme Review and Capacity Rezonings (Presentation Only)

7. Draft OCM Agenda Check-in – 1 September 2026 OCM

8. General Business

9. Councillor only time:

- CEO Matters discussion with Jewil Fulton, Chief People Officer

Assembly ended at 9.35pm

OFFICIAL

OCM Pre-meeting – Record of Assembly

1 September 2026
Pre-meeting commenced at 6.45pm

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

1. Acknowledgement

2. Apologies – Cr Rimbaldo
   Conflicts of Interest – Nil

3. Procedural motion as we have a Councillor online:

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

5. Ordinary Council Meeting Reports discussion

6. General Business:
   - Coordinator Councillor Business – Personal Interest Returns Reminder
   - Director Customer and Corporate Affairs– Advocacy Discussion
   - Director Community Wellbeing – Acting Arrangements
   - Chief Executive Officer – Citizenship Planning
   - Cr Parasol – Event Feedback
   - Cr Parasol – Residential Tree Discussion
   - Cr Parasol – Compliments for the footpath reinstatement team
   - Cr Ragni – Youth Arts Exhibition Discussion
   - Cr Esakoff - Governance Digest Discussion
   - Mayor Cr Zmood – Cr Youngs farewell before parental leave

Pre-meeting ended at 7.04pm

10. OFFICER REPORTS (AS LISTED)

10.1 ANNUAL REPORT 2025–26

Author: *Stacey Murphy, Coordinator Community Engagement*

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

Trim No: *26/1242397*

Attachments: *1. Draft GECC Annual Report 2025–2026* ⇩

EXECUTIVE SUMMARY

This report presents the *Glen Eira City Council Annual Report 2025–2026* (*Annual Report*) for Council's adoption. The *Annual Report* meets Council's obligations under the *Local Government Act 2020*, which requires the Mayor to present the report at a Council meeting by 31 October each year.

The *Annual Report* provides a comprehensive account of Council's performance during 2025–26, including progress towards delivering the strategic priorities and objectives of the *Council Plan 2025–2029*. It's Council's Report of Operations and includes the Performance Statement and audited Financial Report. Collectively, they provide a transparent overview of Council's performance, financial position and stewardship responsibilities during the 2025–26 financial year.

This report seeks Council's adoption of the *Annual Report* and authorisation for its publication on Council's website. Adoption will fulfil Council's annual reporting obligations and enable the report to be made publicly available.

RECOMMENDATION

That Council:

1. Adopts the Glen Eira City Council *Annual Report 2025–2026* (Attachment 1).
2. Authorises the *Annual Report* to be published on Council's website.

BACKGROUND

Under section 98 of the *Local Government Act 2020*, every Victorian council must prepare an annual report for each financial year. Section 100 of the Act requires the Mayor to present the report at a Council meeting by 31 October each year.

The *Annual Report* has been prepared in accordance with these requirements and is attached to this report (Attachment 1).

The *Annual Report* comprises the Report of Operations, Performance Statement and audited Financial Report. Together, these components provide information on our performance, governance, service delivery and financial management during the 2025–26 financial year.

Following adoption by Council, the *Annual Report* will be published on Council's website and made available to the community.

ISSUES AND DISCUSSION

The *Annual Report* is Council's primary annual accountability document and provides a comprehensive overview of our performance during the 2025–26 financial year. It reports on

progress towards delivering the priorities and objectives of the *Council Plan 2025–2029* and demonstrates how we have delivered services, projects and initiatives for the community throughout the year.

During 2025–26, we delivered a wide range of initiatives, projects and programs that strengthened community wellbeing, enhanced local places, advanced environmental stewardship and supported long-term financial sustainability. Overall, our results demonstrate continued progress towards the vision and long-term outcomes set out in the *Council Plan 2025–2029*.

We completed 65 of 90 actions in the *Council Plan Action Plan 2025–26* and progressed a further 25 actions that will continue into 2026–27. We achieved 33 strategic indicators, while nine indicators were not met and six are still being established, assessed over longer reporting cycles or awaiting future data. While some actions and measures remain ongoing, these results reflect continued progress towards delivering Council's strategic priorities and objectives.

The *Annual Report* has undergone significant improvement this year to improve accessibility, readability and usability. Key improvements include a refreshed visual design, stronger use of colour, graphics, icons and visual storytelling, as well as clearer sectioning and wayfinding through the document that helps readers understand where they are in the report. The redesigned report includes the following sections:

- **Introduction**, providing an overview of our city, community, services and planning framework.
- **Year in review**, highlighting key achievements, major projects, community engagement and advocacy activities, and Council's overall financial position.
- **Our Council**, outlining the role of councillors, governance arrangements and Council meeting information.
- **Our organisation**, describing our workforce, organisational structure and service delivery achievements.
- **Our performance**, reporting progress against the *Council Plan 2025–2029*, strategic indicators, major initiatives and prescribed local government performance measures.
- **Our governance**, demonstrating how we meet our legislative obligations and maintain accountability to the community.
- **Our finances**, summarising financial performance, capital works, assets and Council's overall financial position.
- **Appendices**, containing the audited Financial Report, Performance Statement and other statutory disclosures.

These sections provide a comprehensive overview of Council's performance, governance, service delivery and financial management during 2025–26.

Adoption of the *Annual Report* will fulfil Council's annual reporting obligations under the *Local Government Act 2020* and enable the report to be published on Council's website for the community and other stakeholders to access.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The *Annual Report* includes reporting on strategic indicators and actions within the *Council Plan 2025–2029* and *Council Plan Action Plan 2025–26* that contribute to environmental sustainability, emissions reduction and climate resilience outcomes. The report demonstrates how climate considerations are being incorporated across Council's activities and long-term planning.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The *Annual Report* provides a detailed summary of Council's financial position and performance during 2025–26 through the inclusion of audited Financial Report and the Performance Statement. It reports on Council's income, expenditure, assets, capital investment and financial sustainability indicators.

The report also outlines Council's performance in managing its assets, resources and services, and highlights key matters relating to long-term financial sustainability, infrastructure delivery and asset renewal.

POLICY AND LEGISLATIVE IMPLICATIONS

The *Annual Report* has been prepared in accordance with sections 98 to 100 of the *Local Government Act 2020*. These provisions require Council to prepare an annual report for each financial year and the Mayor to present the report at a Council meeting by 31 October.

The *Annual Report* includes the required Report of Operations, Performance Statement and audited Financial Report and supports Council's commitment to transparent governance, accountability and good public administration.

COMMUNICATION AND ENGAGEMENT

Following adoption, the *Annual Report* will be published on Council's website and made available to the community, stakeholders and other interested parties.

Key highlights from the *Annual Report* will be communicated through Council's communication channels, including digital platforms and corporate publications, to support accessibility and community awareness of Council's achievements and performance during 2025–26.

LINK TO COUNCIL PLAN

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

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The *Glen Eira City Council Annual Report 2025–2026* provides a comprehensive and transparent account of our achievements, service delivery, governance and financial performance during the reporting period. It demonstrates progress towards the strategic priorities and objectives of the *Council Plan 2025–2029* and our commitment to delivering positive outcomes for the Glen Eira community.

Adoption of the *Annual Report* will fulfil Council's obligations under the *Local Government Act 2020* and authorise publication of the report on Council's website, ensuring the community has access to information about our performance, financial position and stewardship responsibilities during 2025–26.

Glen Eira City Council

Draft Annual Report 2025–2026

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

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



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Financial Report

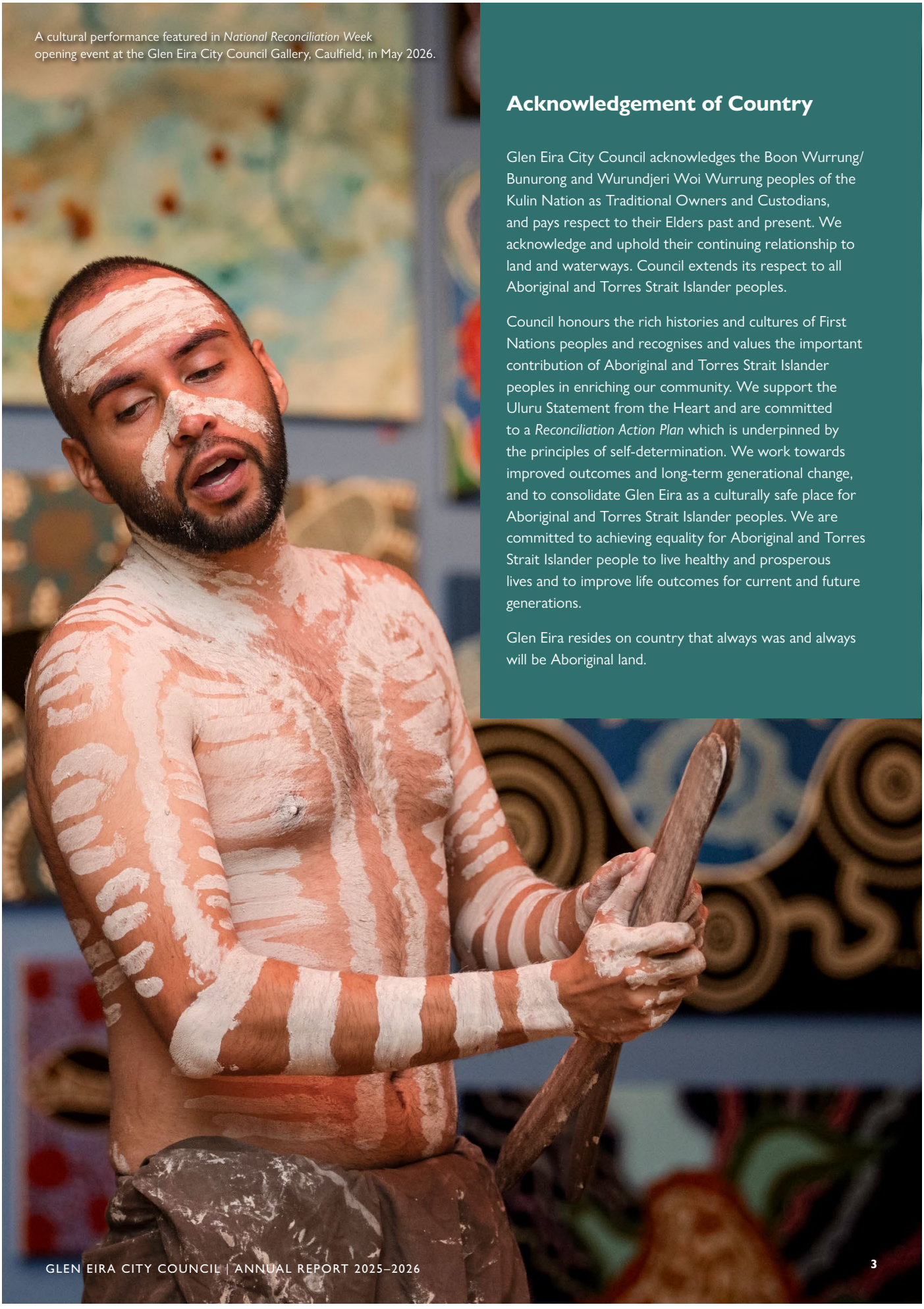
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THE *GLEN EIRA CITY COUNCIL ANNUAL REPORT 2025–2026* WAS ENDORSED BY GLEN EIRA CITY COUNCIL AT ITS ORDINARY COUNCIL MEETING ON XX XXXX 2026.



A cultural performance featured in *National Reconciliation Week* opening event at the Glen Eira City Council Gallery, Caulfield, in May 2026.

Acknowledgement of Country

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

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

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



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

Introduction

How to read our Annual Report

This *Annual Report* demonstrates our commitment to deliver our *Council Plan 2025–2029* and respond to our *Community Vision*. It provides a transparent update on our performance and promotes awareness of the facilities, programs and services we provide to our community.

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

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

Our *Annual Report* covers seven sections.

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

Introduction

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

Year in review

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

Our Council

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

Our organisation

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

Our performance

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

Our governance

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

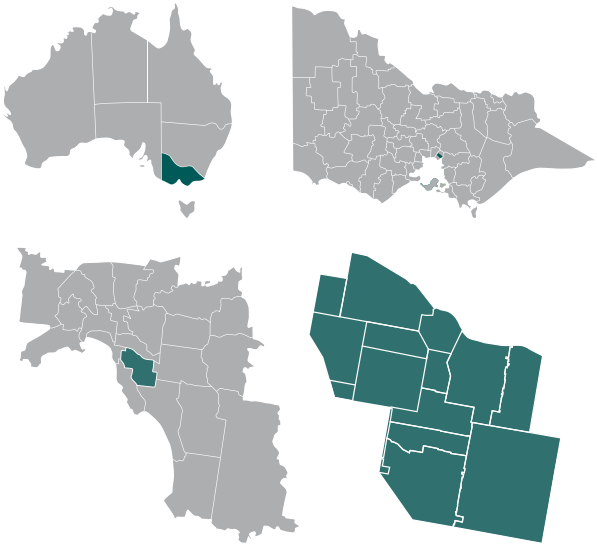
Our finances

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

Our people
our City

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD and covers 39 square kilometres. We're a proudly diverse municipality, home to more than 161,000 people, with a rich mix of cultural backgrounds, life experiences and community connections. The area rests on the traditional lands of the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation.

Our suburbs include Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena and Ormond, and parts of the suburbs of Brighton East and St Kilda East — each with their own unique identity and local character.



POPULATION

2025 residents[1]
163,025

projected to grow by 2046[3] to
198,431

59,792
Households[2]

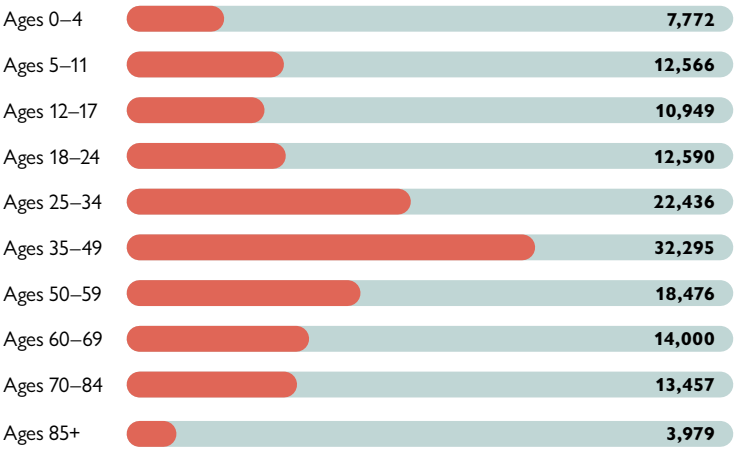
Residents of Aboriginal and Torres Strait Islander Heritage[2]
411

Residents with daily assistance due to disabilities
4.8%
59 per cent female
41 per cent male[2]

Adults identifying as LGBTIQA+ (compared to 11 per cent across Victoria)[2]
14.1%

1 Australian Bureau of Statistics, Estimated Resident Population 2025 profile.id.com.au
2 Australian Bureau of Statistics (2021 census) abs.gov.au
3 Population forecast forecast.id.com.au

PEOPLE AND CULTURE







More than one-third of residents were born overseas[2]

55,038



120+

Different cultural backgrounds[2]



Most common countries of birth outside Australia[2]

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



Glen Eira is home to the largest Jewish community in Victoria

54.9%

of the Victorian Jewish population call Glen Eira home[2]



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

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

1 Australian Bureau of Statistics, Estimated Resident Population 2025 profile.id.com.au
2 Australian Bureau of Statistics (2021 census) abs.gov.au

EMPLOYMENT AND QUALIFACTIONS

90,000+
Employed residents[2]

4.2%
Unemployment rate[2]
compared to 5.3 per cent across Greater Melbourne

75.4%
Year 12 completion rate[2]
compared to 64.3 per cent across Greater Melbourne

HEALTHCARE AND EDUCATION

4
Hospitals

7
Council-run maternal and child health centres

39
Schools

1
University

4
Council-run library branches
Bentleigh
Caulfield
Carnegie
Elsternwick

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

OUR PLACES

7
major activity centres (Bentleigh, Carnegie, Caulfield, East Village, Elsternwick, Glen Huntly, Moorabbin Junction)

11
neighbourhood centres (Alma Village, Bentleigh East, Caulfield Park, Caulfield South, Gardenvale, Hughesdale, McKinnon, Murrumbeena, Ormond, Patterson, Ripponlea)

36
local centres

17,000+
local businesses

48,000
local jobs

76%
of residents have regular public transport access within 400 metres[4]

868 km
of footpaths

9 km
of bike and shared paths

186 hectares
of parks, reserves, sporting grounds and car parks

76
open space reserves

48
playgrounds

73
sports clubs

3
Council-run leisure facilities

4 Australian Urban Observatory auo.org.au

SUSTAINABILITY AND CIRCULAR ECONOMY

1,000+
trees planted

13,200+
indigenous trees and understory plantings

91.5 kilograms
average kilograms of landfill waste per household per quarter

12.8 tonnes
e-waste collected annually

29,774 tonnes
kerbside municipal waste diverted annually from landfill

18,896 tonnes
food and garden organics collected annually



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



Message from the Mayor

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

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

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

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

Strengthening inclusion and social cohesion

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

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

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

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

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

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

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

Investing in connected communities

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

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

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

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

Advocacy that delivers outcomes

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

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

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



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

Challenges

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

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

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

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

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

Looking ahead

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

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

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

Cr Dr Simone Zmood
Glen Eira Mayor



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



Foreword from the Chief Executive Officer

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

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

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

Delivering on our commitments

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

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

Improving services for a growing community

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

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

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

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

Building a financially sustainable future

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

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

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

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

Investing in our people and innovation

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

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

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

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

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

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

Looking ahead

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

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

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

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

Lucy Roffey
Chief Executive Officer

Our services

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

The following services support the strategic directions.



Community safety, cohesion, health and wellbeing

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



Diverse, welcoming and accessible places

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



Environmental stewardship

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



Innovative and financially sustainable

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

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

How we plan

Principles and values

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

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



Our vision and our values

Glen Eira 2040 Community Vision

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

Our *Community Vision* is:

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

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

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

Our values

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

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

Our five values are:

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



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



Community members of different generations get creative at the colour wall during *Kids and Families Take Over the Glen Eira City Council Gallery* in January 2026.

Year in review

Our highlights 2025

JULY



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

SEPTEMBER



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

AUGUST



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

OCTOBER



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

Our highlights 2025–2026

NOVEMBER



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

JANUARY



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

DECEMBER



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

FEBRUARY



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

Our highlights 2026

MARCH



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

APRIL



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

MAY



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

JUNE



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

Capital works snapshot

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

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

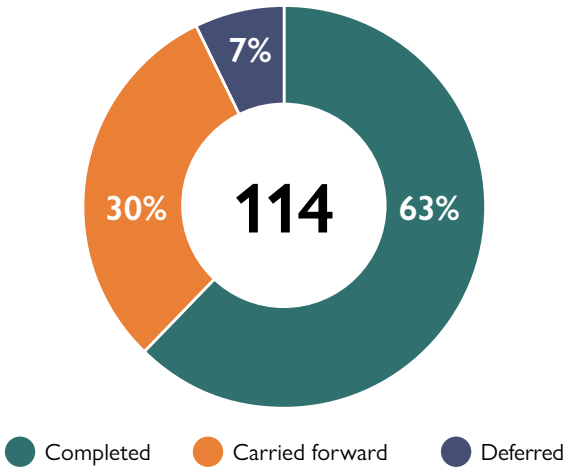
- 71 projects were completed
- 35 projects were carried forward (projects that will continue into the next financial year)
- eight projects were deferred.

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

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

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

Projects



FAST FACTS

44,000
SQUARE METRES OF ROADS RESURFACED

12,500
SQUARE METRES OF FOOTPATHS RENEWED

6
SCHOOL AND SHOPPING CENTRE LOCATIONS MADE SAFER

$422,743
INVESTED IN DISABILITY ACCESS IMPROVEMENTS

Key achievements

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

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

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

* including grants and carry forwards.



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

Our engagement

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

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

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

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

Community members told us they value being involved in decisions that affect them and want greater clarity about how their feedback is used. In response, we developed the *Engagement and Insights Roadmap 2025–2029*, which sets a clear direction for how we will strengthen community engagement across the organisation.

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

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

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

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

FAST FACTS



8,485

CONTRIBUTIONS VIA SURVEYS, POLLS AND SOCIAL MAPS



55,679

HAVE YOUR SAY WEBSITE VIEWS



42,506

TOTAL DOWNLOADS OF PROJECT DOCUMENTS



1,935

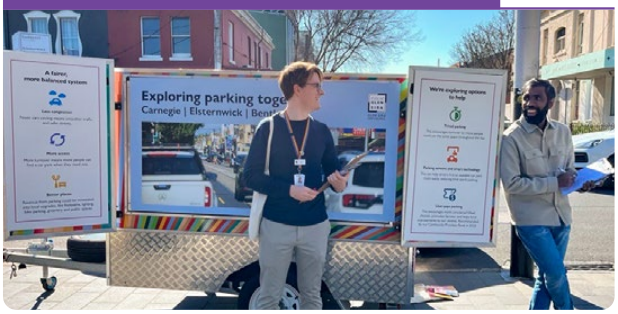
IN-PERSON INTERACTIONS ACROSS 48 POP-UPS

COMMUNITY PLACE PROJECT



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

EXPLORING PARKING TOGETHER



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

SPORTSGROUND ALLOCATION POLICY



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

ACTION PLAN AND BUDGET 2026–27



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

Advocacy at work

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

Safe, supported and inclusive communities

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

Future-ready places built for everyone

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

Resilient communities running on clean energy

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

Fair and sustainable funding and smarter partnerships

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

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

FAST FACTS



65

CONNECTIONS
WITH GOVERNMENT AND SECTOR LEADERS



270

ACTIONS
CHAMPIONING LOCAL PRIORITIES



$5.9

MILLION
IN FUNDING SECURED

Key advocacy achievements

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

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

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

- $2.5 million from the Australian Government to transition Glen Eira Sports and Aquatic Centre in Bentleigh East off gas, supporting our climate action objectives and helping reduce emissions from one of our most-used community facilities
- $1.5 million to upgrade Packer Park Pavilion in Carnegie, improving access to community sporting facilities and supporting greater community participation in local sport
- more than $880,000 for road safety improvements, including upgrades to the Poath Road/Kangaroo Road intersection, raised priority crossings on St Georges Road in Elsternwick, targeted road safety initiatives and new raised pedestrian crossings
- $405,300 through the *Local Sport Infrastructure Fund* for upgrades to the Glen Huntly Pavilion, improving facilities for local sporting clubs and participants
- $250,000 for upgrades to the former East Boundary Road Traffic School site, supporting road safety education for local children and families
- more than $227,000 for lighting and public space upgrades across Elsternwick, Koornang Park, Murrumbeena Park and Bentleigh Reserve, improving safety and extending community access to local open spaces
- $110,000 through the *Business Acceleration Fund* for the digitisation of Council records, improving efficiency and accessibility of Council services
- $55,000 to support extended operating hours and safe access initiatives at the Bentleigh Library and Youth Hub and Elsternwick Library, helping more people access community spaces, programs and services.

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



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

Financial summary

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

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

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

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

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

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

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

FAST FACTS

$237.86
MILLION
INCOME RECEIVED

$224.77
MILLION
EXPENDITURE

$13.08
MILLION
OPERATING SURPLUS

$20.93
MILLION
COMMUNITY ASSETS DELIVERED

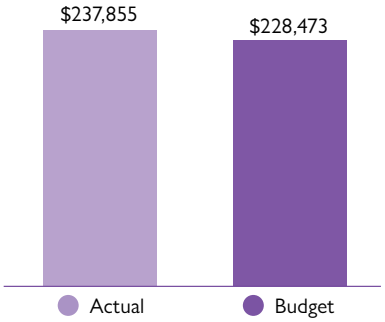
$94.88
MILLION
CASH AND INVESTMENTS

$12.26
MILLION
REDUCTION IN BORROWINGS

Where did our money come from?

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

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

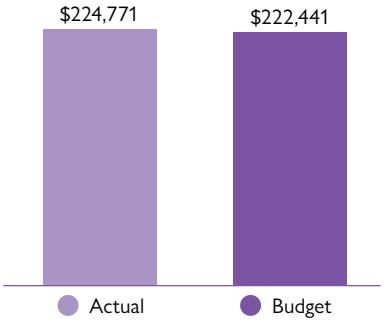


Income $'000

Where was our money spent?

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

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



Expenses $'000

Operational expenses by Council Plan 2025–2029 strategic directions

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

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

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



Glen Eira City Council councillors at Glen Eira Town Hall, Caulfield.

Our Council

Role of Councillors

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

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

Each Councillor's role includes:

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

When carrying out their role, Councillors must:

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

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



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

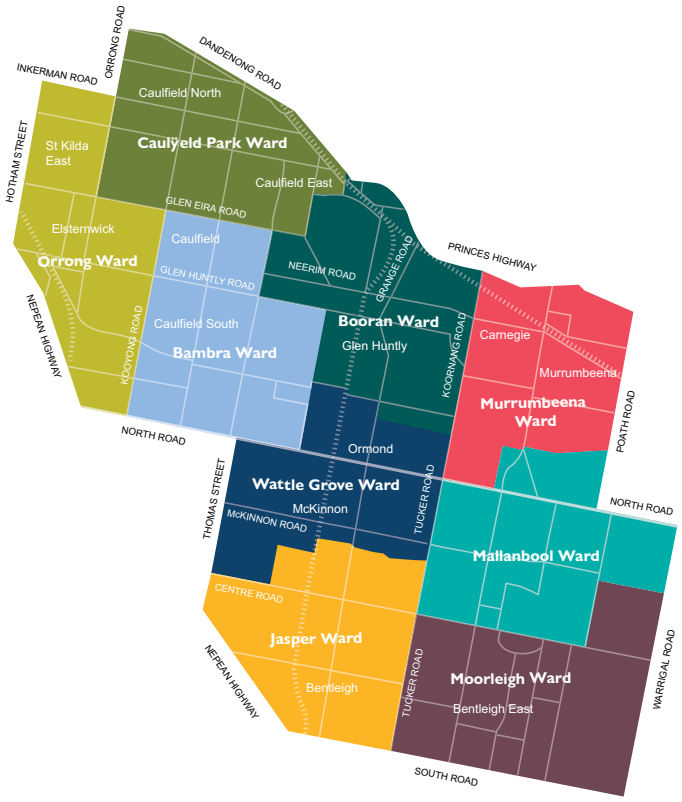
Councillors and wards

Our Councillors and wards

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

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

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





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



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



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



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



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



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



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



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



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

Councillor governance and accountability

Election of the Mayor and Deputy Mayor

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

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



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

Councillor Code of Conduct

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

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

Conflict of interest

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

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

When a council delegates its powers to a member of staff or a committee, it also needs to act in the public interest. Our Governance Rules set out the processes for the disclosure of a conflict of interest. There were two conflicts of interest at Council meetings in 2025–26.

Council meetings

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

Meetings must comply with the *Governance Rules* adopted by Council on 3 September 2024 in accordance with the *Act* and the *Local Government (Governance and Integrity) Regulations 2020*. The meetings must also comply with the *Council Meeting Procedure Local Law* that was reviewed and adopted in 2024. Agendas consist of reports independently prepared by staff members and include recommendations for Council to consider.

The community is welcome to submit questions to ordinary Council meetings, under rule 59 of our *Governance Rules* and in on 3 September 2024.

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

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

The following table outlines Councillor attendance during 2025–26.

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

Councillor allowance and support

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

Councillors are entitled to receive an allowance while performing their duty as a Councillor in accordance with Section 39 of the *Act*. Allowances are fully taxable and are set by the Victorian Independent Remuneration Tribunal according to three categories based on our income and population. Glen Eira City Council is recognised as a category three council. Allowances are generally increased annually on 18 December. The allowance includes 12 per cent of superannuation and Councillors may choose to direct this contribution to their superannuation.

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

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

Councillor for expenses

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

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

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

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

Expenses definitions

Travel

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

Professional development

Covers registration fees for local and interstate conferences, functions, seminars, memberships and one-off or short-term training courses. Professional development also include travel costs associated with interstate conferences. They are usually held by local government organisations and professional bodies or institutions in areas that impact on the role of Councillors and the City. Higher costs for the Mayor and Deputy Mayor reflect mandatory training requirements under the *Act*.

Support the performance of the role

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

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



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

Our organisation

Our leadership team

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

Following the resignation of Rebecca McKenzie, Lucy Roffey commenced as Chief Executive Officer on 4 August 2025. The Executive Leadership Team comprises leaders responsible for community wellbeing, customer and corporate affairs, planning and place, sustainability, assets and leisure, and financial management.

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

Executive Leadership Team members

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



Front row (L–R): Chief Executive Officer Lucy Roffey, Director Customer and Corporate Affairs Kellie Vise and Director Sustainability, Assets and Leisure Niall McDonagh.
Back row (L–R): Director Community Wellbeing Jane Price, Director Planning and Place Rosa Zouzoulas and Chief Financial Officer John Vastianos.

Organisational structure



Organisation structure as at 30 June 2026.

Our people

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

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

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

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

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

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

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

Limited data was available on persons of self-described gender and most intersectionality dimensions for this *Report*. Our systems have recently been updated to enable collection of self-described gender and intersectional information. This lack of information should not be seen as an absence of a population. Four self-described gender FTEs have been excluded from this data, as the staff members indicated they did not wish to be identified.

Key achievements and changes

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

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

In June 2026, we undertook an *Employee Pulse Survey* which measured organisational engagement at 68 per cent. This result places us in the top quartile for engagement when benchmarked against other Local Government Areas.

We continue to recognise our staff through our annual recognition event. The event ceremony will be held in July 2026 and will recognise 114 individuals and 27 groups or teams for their contributions to the organisation above and beyond the normal expectations of their role. We will be recognising 36 employees for their years of service, from 15 to 55 years of service.



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

Major changes

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

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

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

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

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

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

Employee matters

Equal Employment Opportunity

We are committed to and proud of being an inclusive place to work. We value our people and their diverse abilities, skills, languages, cultures, faiths and backgrounds, including Aboriginal and Torres Strait Islander peoples, LGBTIQA+ communities, gender-diverse people and people with disability. We do not tolerate discrimination and have robust policies, procedures and support mechanisms in place to foster a safe, respectful and inclusive workplace for all employees.

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

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

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

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

Health safety and wellbeing

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

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

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



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

Gender Equality Action Plan

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

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

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

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

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

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

Limited data was available on persons of self-described gender and most intersectionality dimensions for this *Report*. Our systems have recently been updated to enable collection of self-described gender and intersectional information. This lack of information should not be seen as an absence of a population. Four self-described gender FTEs have been excluded from this data, as the staff members indicated they did not wish to be identified.



Community members enjoyed a double lion dance performance during *Lunar New Year* celebrations at Bentleigh Library and Youth Hub in February 2026.

Our performance

Overview

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

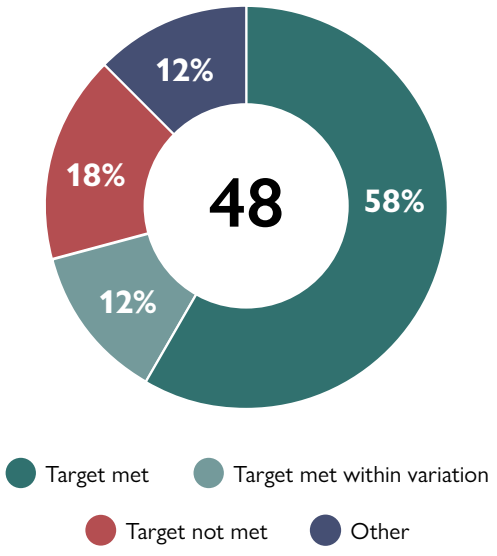
We completed 65 of 90 actions and progressed a further 25 actions that will continue into 2026–27. We achieved 34 strategic indicators, while eight indicators were not met and six are still being established, assessed over longer reporting cycles or awaiting future data. Together, these results demonstrate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

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

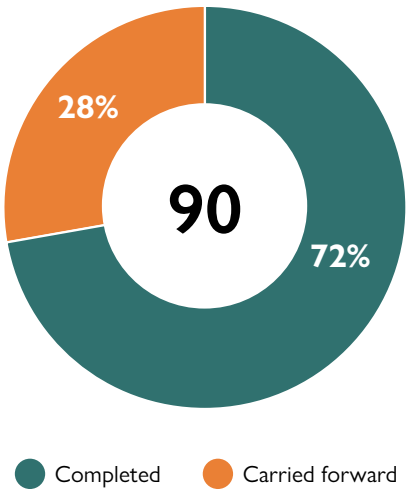
Some indicators relating to community safety after dark, consultation and engagement, customer service response times and digital service uptake did not meet target. Investment in open space, activity centres and active transport was below target, reflecting revised delivery times and the staged delivery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

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

Strategic indicators



Major initiatives and actions



Community safety, cohesion, health and wellbeing



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

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

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

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

FAST FACTS

20,364

COMMUNITY MEMBERS ATTENDED EVENTS AND FESTIVALS

110

SWIMMING LESSON SESSIONS FOR CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITY

200+

VOLUNTEERS RECOGNISED THROUGH OUR VOLUNTEER RECOGNITION AWARDS

59,698

GLEN EIRA LIBRARIES MEMBERS

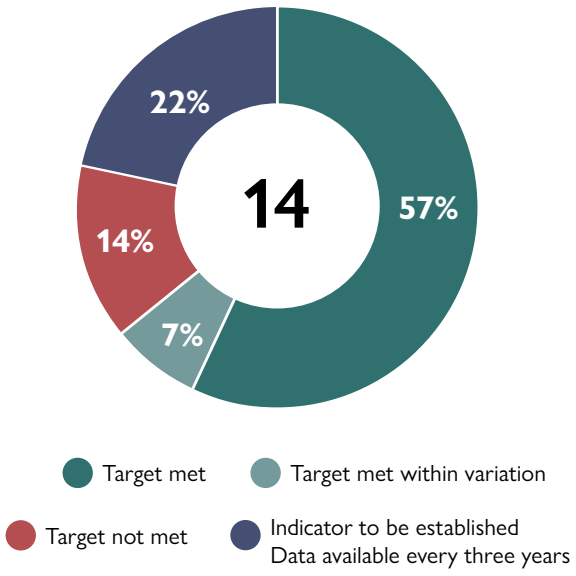
Key highlights

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

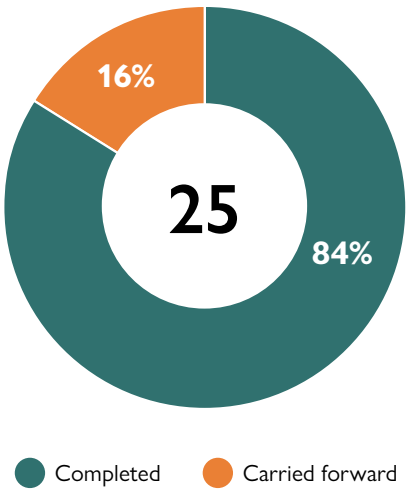
Challenges and areas of focus

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

Strategic indicators



Major initiatives and actions



Community safety, cohesion, health and wellbeing
Strategic indicators

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

^ Indicators are assessed every three years
* Indicators are being established

Strategic indicator key

- ✓ Target met — the result achieved the target.
- ≈ Target met within variation — the result was slightly above or below the target but remained within the accepted range. Helping us focus on meaningful changes in performance rather than small, expected variations.
- ✗ Target not met — the result was outside the accepted range and did not achieve the target.

Community safety, cohesion, health and wellbeing
Major initiatives and actions

1.1 Our community feels saver

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



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

Major initiatives and actions key

✓ Complete — the major initiative or action was finished this year.

→ Carried forward — the major initiative or action is still underway and will finish in 2026–27.

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



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

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

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

ACTIONS	PROGRESS
1.2.4 Recognise and celebrate First Nations culture and histories by implementing targeted arts and cultural programming for First Nations people	
• Two programs per year held featuring First Nations people • Mobtix available at First Nations events • Dedicated Expression of interest (EOI) on website for First Nations artists	We delivered arts and cultural programs that celebrated First Nations cultures, histories and voices. Yorta Yorta singer-songwriter Benny Walker opened the *Storytelling Festival*, while Janty Blair, Dane Simpson and Jack Latimore featured across festival events and panel discussions. During *National Reconciliation Week*, First Nations people helped the community learn about shared histories, cultures and achievements. Mobtix was available at First Nations events and we have drafted a dedicated expression of interest form to support First Nations artists.

1.3 Our community has a strong sense of connection and belonging

MAJOR INITIATIVE	PROGRESS
1.3.1 Strengthen the capacity and engagement of the First Nations community within Glen Eira	
• Adopt inclusive terminology for First Nations peoples and Traditional Owners • Refine Traditional Owner engagement protocols • *Progress Reconciliation Action Plan (RAP)* for Reconciliation Australia approval • Complete review of *Closing the Gap* (*CTG*) report	We strengthened our approach to engaging with First Nations people and Traditional Owners. This included adopting more inclusive and respectful language and progressing work to refine Traditional Owner engagement protocols. Early planning has begun to support stronger relationships and more meaningful engagement. We also commenced development of the *Reconciliation Action Plan 2026–2028*, which will guide ongoing work in this area. The review of the *Closing the Gap* report was completed, with insights identified to inform future planning and action.

ACTIONS	PROGRESS
1.3.2 Develop a whole-of-Council *Diversity and Inclusion framework*	
• Council's cultural diversity and inclusion policies and practices benchmarked across the whole organisation. • *Diversity and Inclusion Framework* adopted by Council.	We progressed the development of a whole-of-Council *Diversity and Inclusion Framework* to help create a more inclusive organisation and better understand where improvements can be made. The *Framework* establishes a consistent approach to inclusion across the organisation and will help ensure our services, programs and policies better reflect the needs of our diverse community. The *Framework* is scheduled to be presented to Council for adoption in November 2026.
1.3.3 Develop an approach to supporting the LGBTIQA+ community within Glen Eira	
• *Rainbow Ready Roadmap* commenced • Partnership with Pride South East Alliance formed • *Trans Awareness Week*, *IDAHOBIT*, and *Pride Week* events held	We strengthened LGBTIQA+ inclusion and community connection through our partnership with the Pride South East Alliance. Key achievements included collaboration on activations for the 2026 *Midsumma Carnival*, support for local *Midsumma Festival* events, planning for the inaugural *Pride Summit* and ongoing development of the *Rainbow Ready Roadmap*, linking to our *Inclusion Framework*. We also acknowledged significant LGBTIQA+ dates through awareness raising and celebration activities.

ACTIONS	PROGRESS
1.3.4 Review the community grants program to respond to current and emerging community needs ♥	
• *Community Grants Policy* endorsed • *Community Grants Guidelines released* • Revised grants program awarded • Community Grants web page updated	We continued to strengthen the *Community Grants Program* to respond to current and emerging community needs. Key achievements included the release of the *2026–27 Community Grants Guidelines*, the introduction of the pilot *Social Cohesion Grants Program*, and updates to the community grants webpage including the launch of the SmartySearch grants platform, providing free access to external funding opportunities. Progress was also made on a comprehensive review of the *Community Grants Policy*, with the revised policy scheduled for Council endorsement in December 2026. This years' grants program was successfully implemented, ensuring funding continues to support initiatives that strengthen community connection, inclusion and wellbeing.
1.3.5 Facilitate capacity-building and collaboration for neighbourhood houses and community groups to strengthen partnerships, share resources, and expand support services and volunteering across Glen Eira ♥	
• Scope prepared for a leadership program for community organisations including Service Level Agreements • Community Contacts web page updated	We continued to build the capacity of local community organisations through *Community Organisations Network* meetings, training opportunities for community groups and professionals, and ongoing partner engagement. Updates to the Community Contacts webpage improved access to information, while planning progressed for a new professional development program for community organisations and community partners. These initiatives strengthened skills, partnerships and organisational capability across Glen Eira's community sector.
1.3.6 Review and deliver the community and business awards and recognition programs	
• Review of community and business awards programs completed • One round of revised awards delivered	We reviewed *Community* and *Business Awards* and agreed on a combined program for 2026, while keeping separate processes for applications and assessment. We also delivered the *Volunteer Recognition Awards*, celebrating more than 200 local volunteers. This approach reflects learnings from previous years and supports a more coordinated and visible program.

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



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

1.4 Our community has improved physical and mental health and wellbeing

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

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

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



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

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



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

Community safety, cohesion, health and wellbeing
Strategic services

Our budget and actual result for 2025–26 is shown below for each of our services. This equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

SERVICE AND DESCRIPTION		NET COST
		Actual Budget Variance $'000
Children's services	Provides education and care services and community activities for children and their parents to increase social connections and create learning opportunities. Provides professional development opportunities for early years services.	(1,073) (1,281) **(208)**
Community support	Develops plans to strengthen the health and wellbeing of our communities and groups. Administers grants to support not-for-profit community groups and organisations to deliver projects and activities that benefit the Glen Eira community, providing meaningful social impact and responding to community need. Delivering community, volunteer and business awards program, increasing community capacity, engagement and acknowledgement.	(1,811) (1,985) **(174)**
Culture and celebration	Delivers a cultural program, including visual arts activity and exhibitions, indoor and outdoor events, concerts and festivals, history and heritage activities and services. Our services aim to encourage community participation in the arts, celebration, civic events and opportunities for community connections.	(2,107) (2,141) **(34)**
Glen Eira Leisure	Manages three facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Memorial Swimming Pool and Caulfield Recreation Centre. GESAC provides sport, leisure and wellbeing activities including warm water therapy, learn-to-swim classes, swimming, stadium sports, gym and group exercise classes. The redeveloped Carnegie Memorial Swimming Pool reopened in January 2025. Caulfield Recreation Centre has a variety of health and fitness programs to suit all fitness levels.	949 1,022 **73**
Immunisations	Administers free essential vaccinations under the *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.	(424) (485) **(61)**
Glen Eira Libraries	Our Libraries provide opportunities for learning, literacy, digital resources, and creativity for the community. Visitors can read, browse and borrow, feel connected, work or study; connect through technology; and participate in our programming. GE Libraries provide a wealth of online resources with sites located at Elsternwick, Caulfield, Carnegie and Bentleigh, with books for all ages and interests, e-resources, DVDs, magazines and more.	(4,573) (4,642) **(69)**
Maternal and child health	Works in partnership with families to care for babies and young children until they start school. The service is free for families and includes visits at 10 key ages and stages of a child's development with the focus on optimising child and family health wellbeing, safety, learning and development.	1,795 (2,058) **(263)**

Community safety, cohesion, health and wellbeing
Strategic services

SERVICE AND DESCRIPTION		NET COST
		Actual Budget Variance $'000
Pets and animals	Maintains a register of 6,500 cats and 11,000 dogs and helps to ensure responsible pet ownership. Responds to and investigates animal and pet concerns including reports of lost or stray animals, and nuisance or problem animals.	(31) 52 **83**
Public health and safety	Manages regulatory functions that support a safe and healthy community. Upholds Council's Local Law. Delivers public health services to ensure the safety of food, health and accommodation businesses. Processes appeals for local laws infringements, planning enforcement and parking fines.	(79) 168 **247**
Seniors support	Provides a broad range of services that support healthy ageing for our older residents to live and age well, and remain connected. Services include: Facilitating services for older residents to remain in their homes; Low-cost rental accommodation for financially disadvantaged older persons in Glen Eira through our 64 independent living units across three sites; advocacy, navigation and information to access aged care services; senior citizen centres, including Moorleigh Village, to promote and encourage social engagement and activities among older adults; facilitating activities to foster community participation and connection; and carer's support.	(961) (2,441) **(1,480)**
Residential aged care ^	Provides accommodation and lifestyle choices for residents at Warrawee Community. Eligibility is determined by the Commonwealth Aged Care Assessment Service. Delivers and implements our Community Wellbeing Plan, Gender Equality Action Plan, Reconciliation Action Plan and social and affordable housing priorities. Oversees the development and implementation of social policy in response to emerging community needs.	(4,603) (5,545) **(942)**
Respect, equity and inclusion	Supports equity, access and inclusion for people of all abilities, ages, cultures, genders, faiths and sexualities. Delivers and implements our *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.	(1,727) (2,139) **(412)**
Youth services	Provides support and programs for young people aged 10 to 25 who live, work, study or socialise in Glen Eira. Provides information and referral to young people for specialised local services to support their health and wellbeing	(699) (813) **(114)**

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

Community safety, cohesion, health and wellbeing
Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
AQUA FACILITIES				
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.00	4.00	4.00	**4.5**
The increase was primarily attributed to an additional inspection undertaken at a facility. Inspection activity remains aligned with our planned inspection program.				
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	11.08	11.67	13.06	**14.64**
The increase in aquatic facility utilisation in 2025–26 reflects strong community participation, with the full-year operation of the Carnegie Memorial Swimming Pool driving higher visitation across Glen Eira Leisure Services and supporting improved utilisation outcomes.				
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	$0.63	-$0.84	$0.23	**-$0.63**
The 2025–26 result of -$0.63 per visit reflects a net operating surplus from aquatic facilities. The 2024–25 comparative result was incorrectly reported as $0.23 per visit and should have been -$0.23 per visit, as operating income exceeded direct operating expenses. The current year result represents an improvement in financial performance and cost recovery, mainly due to the first full year of operations for the Carnegie Memorial Swimming Pool and overall participation growth.				



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

Community safety, cohesion, health and wellbeing
Service performance indicators

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

Community safety, cohesion, health and wellbeing
Service performance indicators

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



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

Community safety, cohesion, health and wellbeing
Service performance indicators

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



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

Community safety, cohesion, health and wellbeing
Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
MATERNAL AND CHILD HEALTH (MCH)				
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101.42%	100.56%	100.86%	**100.62%**
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	$85.95	$81.98	$77.56	**$91.11**
The increased costs were driven by investment in specialised assessment tables and workstation upgrades to improve staff health, safety and ergonomics. The new electric, height-adjustable assessment tables support safer infant assessments and reduce manual handling risks for maternal and child health nursing staff.				
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	73.08%	71.92%	79.10%	**82.55%**
The participation rate in the Maternal and Child Health service increased from 79 per cent to 83 per cent in 2025–26, reflecting enhanced outreach activities and improved follow-up of missed and overdue appointments. This increase demonstrates strong engagement with the service and helps ensure that children and families can access essential health, development and wellbeing support during the critical early years.				
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	86.05%	82.81%	85.45%	**83.64%**
Participation in the Maternal and Child Health service by Aboriginal children remained consistently high in 2025–26, demonstrating continued engagement with early years health services and our commitment to equitable access and positive health outcomes for Aboriginal families.				
Participation in four-week Key Age and Stage visits [Number of four-week Key Age and Stage visits / Number of birth notifications received] x100	100.52%	93.66%	101.50%	**97.30%**



Diverse, welcoming and accessible places

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

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

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

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

FAST FACTS



6,474

OPEN SPACE FACILITY BOOKINGS



9,000

PUBLIC SPACE PATROLS



6,799

COMMUNITY ROOM BOOKINGS



92%

RETAIL OCCUPANCY ACROSS SHOPPING CENTRES

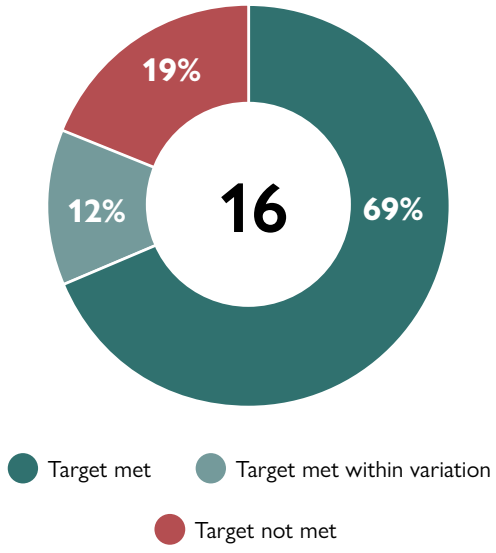
Key highlights

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

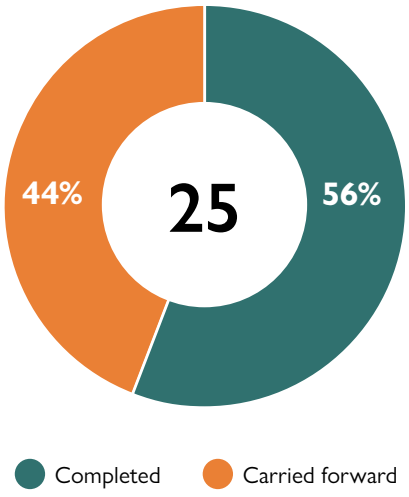
Challenges and areas of focus

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

Strategic indicators



Major initiatives and actions



Diverse, welcoming and accessible places
Strategic indicators

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

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

Strategic indicator key

- ✓ Target met — the result achieved the target.
- ≈ Target met within variation — the result was slightly above or below the target but remained within the accepted range. Helping us focus on meaningful changes in performance rather than small, expected variations.
- ✗ Target not met — the result was outside the accepted range and did not achieve the target.

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

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



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

Major initiatives and actions key

✓ Complete — the major initiative or action was finished this year.

→ Carried forward — the major initiative or action is still underway and will finish in 2026–27.

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

2.2 Our places are safe, healthy and versatile

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



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

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

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

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

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



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

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

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

ACTIONS	PROGRESS
2.4.2 Deliver a detailed design to improve cycling connections between Queens Avenue, Caulfield East and the Djerring Trail	
• Changes identified for line-marking, traffic signals and minor kerb adjustments • Intersection upgrades delivered for Normanby Road, Caulfield North • Queens Avenue Caulfield North underpass improvement delivered Note: Design approved for construction in the 2025–26 financial year	Detailed design for Queens Avenue and Normanby Road, Caulfield North intersection upgrade has been completed, including changes to line-marking, traffic signals and minor kerb adjustments. Final signalling design and Victorian Government Department of Transport and Planning approvals are progressing, with construction scheduled for 2026–27 financial year.
2.4.3 Improve condition of Council roads and footpaths guided by the *Roads Asset Management Plan*	
• Completion of the road reconstruction program planned at: Lord Street, Caulfield East and Maple Street, Caulfield South • 44,000 sqm of roads resurfaced in 23 streets along with footpaths, kerb and channel and drainage, signs and other operational works completed • Communication with the community to help them understand the roads that Council has control over	We continued to improve local roads and footpaths to support safer and more accessible travel throughout Glen Eira. Road reconstruction works were completed on Maple Street, Caulfield South, while works on Lord Street, Caulfield East, are progressing, with construction material delays affecting delivery timelines. Through the *Local Roads Improvement* initiative, we resurfaced approximately 44,000 square metres of road pavement across 23 streets — equivalent to around six AFL football ovals — and upgraded footpaths, kerb and channel, drainage and signage. The program was delivered on schedule and achieved cost savings, which were reinvested into additional footpath improvements. We also updated our website to help residents understand which roads we manage and which are managed by VicRoads.

ACTIONS	PROGRESS	
2.4.4 Deliver stage one of the Frankston Rail Trail upgrades to improve the safety and journey experience for people walking and riding		
• New traffic calming treatments and bike stencils between Centre and South Roads, Bentleigh • Ramps on and off existing shared use paths • New signs	✓	Stage one of the Frankston Rail Trail upgrades has been completed, delivering new traffic calming treatments, bike stencils, ramps and signage between Centre Road and Patterson Road. The upgrades improve safety, accessibility and wayfinding for people walking and riding along the trail.
2.4.5 Design and deliver active transport and landscape improvements along the trainline in Elsternwick to make it easier for people riding bikes and safer for all users (Glen Eira Green Link)		
• Landscaping and active travel safety improvements delivered including: a. Transport and landscaping design completed b. Ramps, line-markings and signs at the entrance to Ripon Grove from Hotham Street, Elsternwick c. Landscaping improvements along Ripon Grove and the railway fence	✓	We completed the transport and landscaping design for the Ripon Grove corridor and consulted with the Green Line Alliance, including the Glen Eira Emergency Climate Action Network, to help shape the final design. We then upgraded the entrance to Ripon Grove from Hotham Street, Elsternwick, with new ramps, line-marking and signage to improve accessibility and safety Landscaping improvements along Ripon Grove and the railway fence line have enhanced the corridor, making it easier for people to ride bikes and safer for all users.



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

2.5 We have diverse housing options while maintaining local neighbourhood character

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

Diverse, welcoming and accessible places
Services

Our budget and actual result for 2025–26 is shown below for each of our services. This equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

SERVICE AND DESCRIPTION		NET COST
		Actual **Budget** **Variance** **$'000**
Business community	Supports new or growing businesses through permits and approval processes and provides business networking and mentoring opportunities. Develops plans to enhance our local economy and activity centres	(579) (578) **1**
Building and town planning	Determines around 1,000 planning applications per year, as well as subdivision applications. Represents Council at VCAT where a planning decision is subject to an appeal and enforces planning decisions. Receives building permit registrations, maintains a register of private pools and spas. Provides copies of building permits for a fee. Responds to and investigates enquiries and complaints related to building permit compliance, building safety, illegal works and essential services. Issues planning infringements, and building notices and orders for non-compliance.	(2,946) (2,966) **(20)**
Parking	Enforces parking restrictions and delivers education throughout the municipality to ensure the safety of all road users. Issues fines for vehicles that are parked illegally. Issues more than 10,000 residential parking permits and 4,000 accessible parking permits for people with disabilities per year.	3,782 3,960 **178**
Parks and sports grounds	Maintains and enhances approximately 170 hectares of open space in our public parks, gardens and sports grounds and the facilities within them, including pavilions, barbecues, and park lighting to support the community and our sporting clubs.	(10,346) (11,069) **(723)**
Road and transport infrastructure	Manages and maintains almost 500 km of local roads in the City of Glen Eira, along with street-lighting, public signage, footpaths and cycle paths.	(9,550) (8,719) **831**
Street and shopping centre amenity	Keeps our local streets and shopping centres clean and removes graffiti. Provides signage and street furniture.	(3,928) (4,207) **(279)**
Strategic place planning	Shapes the future of the City of Glen Eira through strategic land use planning, integrating local heritage and urban design. Administers the *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.	(1,952) (2,916) **(964)**
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.	(707) (712) **(5)**
Venue management and hire	Manages Council venues and facilities such as meeting rooms, halls, pavilions, multipurpose courts and rotundas that are available for the community to hire.	(226) (510) **(284)**

Diverse, welcoming and accessible places
Service performance indicators

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

Diverse, welcoming and accessible places
Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
STATUTORY PLANNING				
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	66	72	70	**75**
The increase in the time taken to decide planning applications was primarily due to planning legislation changes which required staff to spend additional time assessing applications.				
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	88.33%	86.99%	85.07%	**73.28%**
The reduction in the number of planning application decisions made within the required timeframe in 2025–26 was primarily due to planning legislation changes, which increased the time required to assess applications.				
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	$3,103.85	$2,692.12	$2,251.14	**$4,170.47**
There was an error in how we have previously reported cost of statutory planning services. The figure reported in 2024–25 included income, whilst the 2023–24 figure included both corporate overheads and income. Based on the definition of this indicator, these amounts should have been excluded. The figure reported for 2025–26 has been calculated correctly.				
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT in relation to planning applications] x100	70%	76.92%	100%	**92.31%**
We continue to experience very low reviews of our decisions at VCAT. Where reviews are lodged, we work with the parties to achieve outcomes, meaning most matters are resolved by the consent of the parties before a hearing. Of the 13 decisions made by VCAT, six were resolved by consent. Of the remaining seven applications, VCAT did not set aside our decision in six of those matters.				

Environmental stewardship



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

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

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

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

FAST FACTS

10

COMMUNITY PLANTING EVENTS DELIVERED

13,239

INDIGENOUS TREES AND UNDERSTORY PLANTINGS

29,774

TONNES OF WASTE DIVERTED FROM LANDFILL

107

APARTMENT BUILDINGS PARTICIPATED IN THE WASTE CHAMPIONS

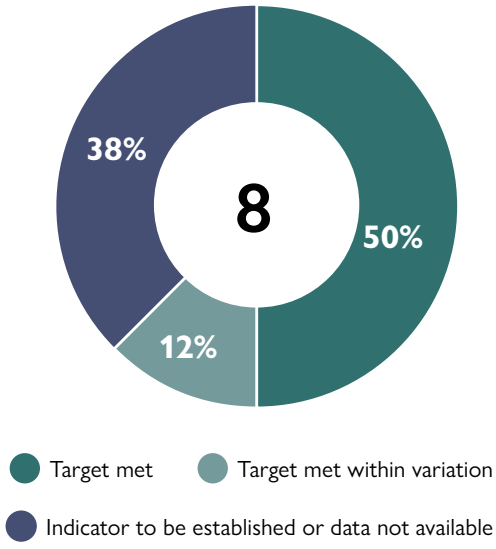
Key highlights

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

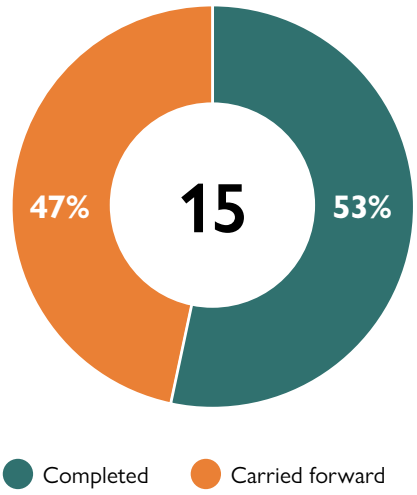
Challenges and areas of focus

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

Strategic indicators



Major initiatives and actions



Environmental stewardship

Strategic indicators

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

* Indicators are being established
^ Data not available until 2027

Strategic indicator key

✓ Target met — the result achieved the target.

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

Environmental stewardship
Major initiatives and actions

3.1 Our urban greenery and biodiversity are enhanced

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



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

Major initiatives and actions key

Complete — the major initiative or action was finished this year.

Carried forward — the major initiative or action is still underway and will finish in 2026–27.

3.2 Our air and waterways are healthy

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



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

3.3 Council and community emissions are reduced

MAJOR INITIATIVE	PROGRESS
3.3.1 Complete getting off gas projects at seven priority locations	
• Carnegie Library • Caulfield Park Pavilion, Caulfield North • EE Gunn Reserve and grandstand, Ormond • East Bentleigh Senior Citizens Centre • Marlborough Street reserve, Bentleigh East • McKinnon Kindergarten • Princes Park Caulfield South— DC Bricker Pavilion	We progressed the transition away from gas at seven priority community facilities. Upgrades were completed at East Bentleigh Senior Citizens Centre, Marlborough Street Reserve Pavilion and McKinnon Kindergarten. Planning for future upgrades was completed at Caulfield Park Pavilion and Princes Park D.C. Bricker Pavilion. Detailed designs for Carnegie Library were also completed, with construction scheduled to commence in 2026–27. Investigations at EE Gunn Reserve and Grandstand found that significant power supply upgrades would be needed before the sites could transition away from gas. As a result, these works could not be delivered within 2025–26 and will require further planning.

ACTIONS	PROGRESS
3.3.2 Commission a community climate emissions study to address emissions sources in support of our *Climate Emergency Response Strategy 2025–2029* ♥	
• Community climate emissions study commissioned • Research report identifying sources of climate emissions • Report to Council recommending actions within Council authority to address the research findings	We commissioned a study to better understand greenhouse gas emissions across Glen Eira and help inform the transition to a net zero, fossil fuel-free community. An initial report delivered in June 2026 identified the main sources of emissions and highlighted opportunities to reduce them. A final report, including detailed modelling and recommended actions, is expected in 2026–27 and will help guide future emissions reduction efforts.
3.3.3 Continue transitioning Council fleet from fossil fuelled to electric vehicles	
• Six fossil–fuelled vehicles replaced with electric vehicles	We replaced more than six fossil-fuelled vehicles with electric vehicles during the financial year. This transition supports our move toward a cleaner, more sustainable fleet and helps reduce emissions across our operations.
3.3.4 Explore options for Council to consider to promote community uptake of electric vehicles	
• Documented approach established to define Council's position on how to best support community uptake of electric vehicles	We explored options to support community uptake of electric vehicles through sector-wide advocacy on electric vehicle charging infrastructure and a Councillor workshop held in April 2026. Findings from the community emissions study, including opportunities to reduce transport emissions, are helping to inform our position on how best to support community uptake of electric vehicles. A documented approach is being developed and will continue in 2026–27.

3.4 Waste to landfill is reduced

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

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

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

Environmental stewardship
Services

Our budget and actual result for 2025–26 is shown below for each o our services. This equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

SERVICE AND DESCRIPTION		NET COST
		Actual **Budget** **Variance** **$'000**
Climate action	Works to reduce Council and community contribution to climate change. Advocates for changes in Victorian and Australian Government policy such as better public transport, higher standards for buildings to help reduce energy consumption and new generation waste and recycling facilities for the region.	(1,295) (1,644) **(349)**
Drains and water management	Manages a drainage network of around 540 kilometres of drains and 22,000 drainage pits. Ensure stormwater is discharged effectively by regularly cleaning and repairing pits and drains and upgrading or replacing pits and drains when necessary.	(1,273) (1,511) **(238)**
Rubbish and recycling	Manages recycling and waste including household collection of garbage, mixed recyclables, green waste, bundled branches, hard rubbish and street litter bins. Delivers waste management education and enforcement.	5,208 3,089 **(2,119)**
Trees and plants	Maintains, protects and grows the trees that make up our City's urban forest. Maintains our *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.	(4,922) (5,588) **(666)**



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

Environmental stewardship
Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
WASTE COLLECTION				
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	3.23	6.70	6.51	**4.99**
An increase to the level of service provided to the community with improved technology implemented on the kerbside collection fleet.				
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	$112.87	$112.47	$106.39	**$119.19**
Cost increases are primarily driven by increased cost of service delivery for both garbage bin collection and disposal to landfill and increases to the Victorian Government Waste Levy.				
Cost of kerbside recycling bin collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$67.39	$66.08	$63.66	**$49.31**
We promote diverting waste from landfill and minimising contamination collected and processed through material recovery facilities resulting in environmental and cost benefits for the community.				
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	61.07%	60.66%	59.60%	**58.47%**
Despite this slight reduction, a significant proportion of kerbside waste continues to be diverted from landfill through recycling and food and garden organics services. This can also be impacted by annual weather as increased rainfall leads to increased garden organics. Council remains committed to improving resource recovery outcomes and advancing circular economy initiatives that support long-term environmental sustainability.				



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

Innovative and financially sustainable

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

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

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

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

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

FAST FACTS

465

YOUNG PEOPLE PARTICIPATED IN THE YOUTH ENGAGEMENT SURVEY

19

PLAIN ENGLISH SUMMARIES OF KEY COUNCIL DECISIONS WERE PUBLISHED

130+

STAFF COMPLETED AI TRAINING

1,300+

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

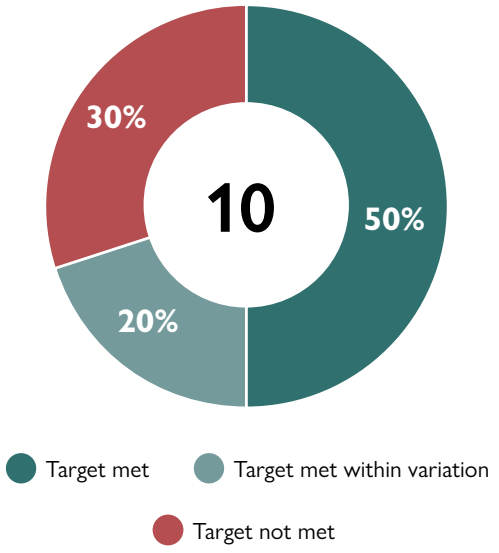
Key highlights

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

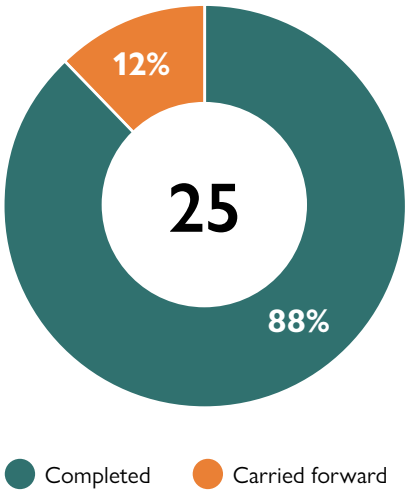
Challenges and areas of focus

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

Strategic indicators



Major initiatives and actions



Innovative and financially sustainable
Strategic indicators

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

Strategic indicator key

- ✓ Target met — the result achieved the target.
- ≈ Target met within variation — the result was slightly above or below the target but remained within the accepted range. Helping us focus on meaningful changes in performance rather than small, expected variations.
- ✗ Target not met — the result was outside the accepted range and did not achieve the target.

Innovative and financially sustainable
Major initiatives and actions

4.1 We are financially secure and sustainable

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



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

Major initiatives and actions key

Complete — the major initiative or action was finished this year.

Carried forward — the major initiative or action is still underway and will finish in 2026–27.

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

4.2 Our community is informed and engaged

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

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

4.3 Our community has trust and confidence in our decisions

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

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

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

4.5 Our technology enables us to achieve our strategic priorities

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

ACTIONS	PROGRESS
4.5.2 Adopt the *Digital and Technology Strategy* to provide a roadmap to help align our technology and digital tools with our strategic priorities	
• *Digital and Technology roadmap* implemented • *Data Governance Framework* adopted • Enhanced venue booking system installed	We adopted the *Digital and Technology Strategy* through the 2025–26 budget planning process, providing a roadmap to align technology and digital investment with strategic priorities. Implementation of the *Data Governance Framework* commenced during the year. A preferred supplier was appointed to deliver the enhanced venue booking system. These initiatives support improved digital services, stronger data management and more efficient service delivery for the community.
4.5.3 Design, implement and evaluate Artificial Intelligence initiatives and pilots aligned to Council's objectives	
• Business case to use AI to enhance customer experience on Council's digital platforms developed • Business case to introduce AI to reduce drowning risk at our aquatic facilities developed • Continue to evaluate the benefits of Microsoft CoPilot and other generative AI platforms to enhance productivity	We developed a business case to investigate how AI could enhance customer experience across our digital platforms. We also assessed the potential use of AI technologies to support aquatic safety and reduce drowning risk. This preliminary assessment found that current solutions were not feasible for local implementation at this time, providing valuable insights to inform future opportunities. We continued to evaluate Microsoft Copilot and other generative AI tools to understand their potential to improve productivity, support innovation and streamline everyday work. Throughout this work, we maintained a strong focus on governance, risk management and the responsible use of emerging technologies.

ACTIONS	PROGRESS	
4.5.4 Explore ways to support self service opportunities for customers		
• Roadmap for improvement opportunities to increase self service for customer interactions developed	✓	We improved self-service opportunities for customers by implementing the Snap Send Solve webform, replacing multiple enquiry channels with a single, customer-focused point of contact. This has streamlined enquiry management and enhanced the customer experience, while the introduction of SMS functionality for booked collections and payments has been incorporated into our self-service roadmap.
4.5.5 Review governance processes to explore automation opportunities		
• Technology options identified to automate delegations, authorisations, policy register, legislative compliance, claims management and other currently manual processes	✓	We reviewed governance processes, including delegations, authorisations, the policy register, Freedom of Information register and other administrative registers, to identify opportunities for automation. An automation software solution has been purchased and implementation has commenced, supporting more efficient and streamlined governance processes across the organisation.

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

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

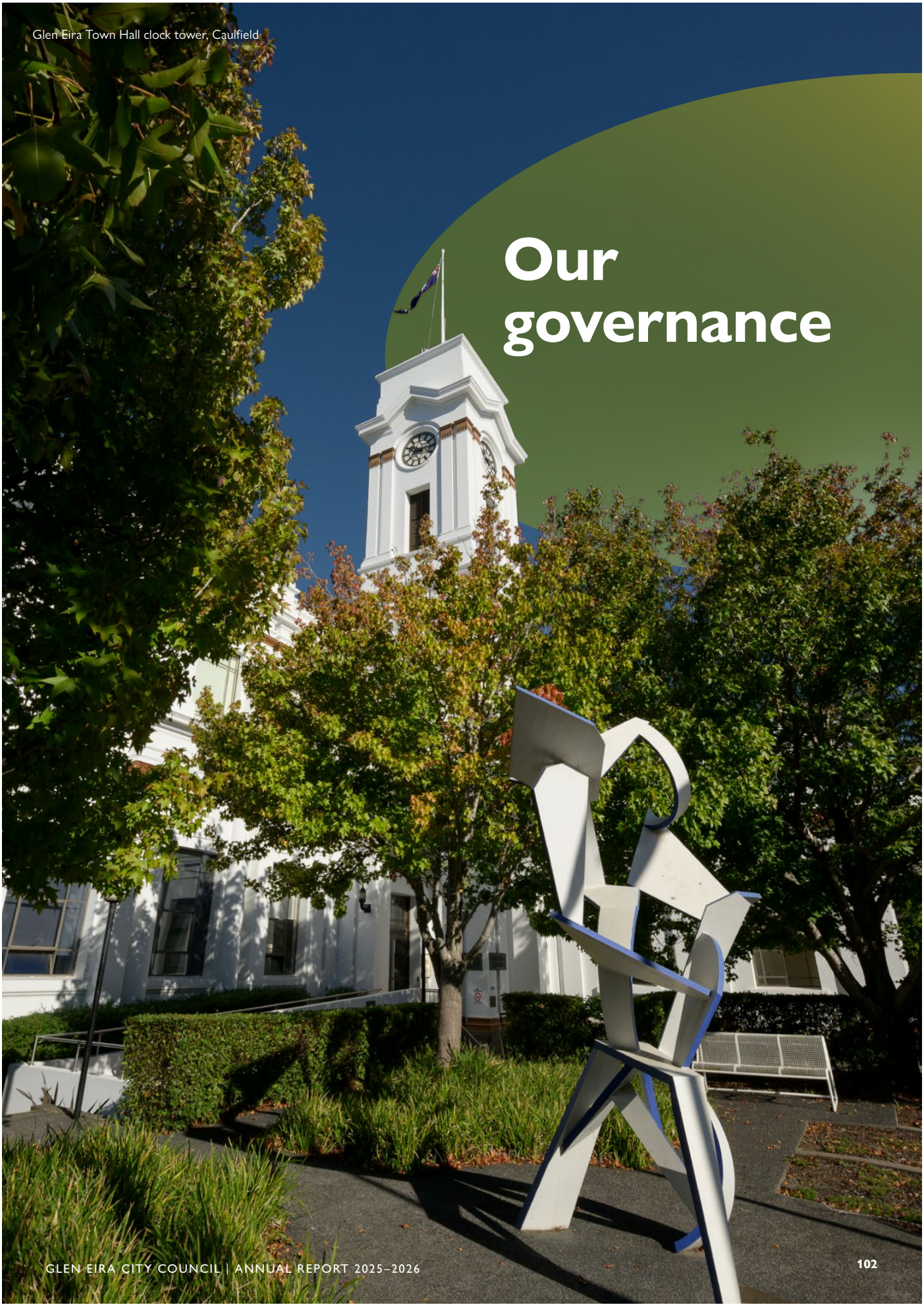
Innovative and financially sustainable
Services

Our budget and actual result for 2025–26 is shown below for each of our services. This equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

SERVICE AND DESCRIPTION		NET COST
		Actual **Budget** **Variance** **$'000**
Council news and information	Manages Council's reputation and issues management, strategic communications, digital communications, publications, brand and graphic design, media relations and content, including its websites, social media, and publications such as the monthly *Glen Eira News*.	(1,970) (2,145) **(175)**
Council decisions	Supports our nine elected Councillors, including the Mayor and Deputy Mayor to perform the duties of their roles. Provides governance support, ensuring Council meetings where our Councillors make decisions are managed effectively. Advocates to the Australian and Victorian Governments on behalf of the Glen Eira community by working closely with our local Members of Parliament to address the issues that affect our shared communities. Engages and consults with our community to ensure local people, businesses and other stakeholders are well informed about Council decisions and able to provide their input and feedback on decisions that impact them. Reports transparently on Council decisions and performance in our *Performance Reports* and *Annual Report*.	(2,021) (2,608) **(587)**
Our organisation	Internal functions that lead and ensure the effective operation and continuous improvement of our organisation. Defines our strategies, manages risk, ensures strong governance and compliance with relevant laws. Provides the digital systems and technology we need to communicate and manage information. Manages a workforce of over 1,400 employees (equivalent to almost 760 full time positions) and an annual operating budget of over $200 million and assets valued at $2.7 billion.	(37,574) (36,935) **539**
Your enquiries and requests	Our Service Centre responds to enquiries and requests received by telephone, in person at the Town Hall, via the website, email and other online methods.	(2,692) (2,677) **15**
Your rates	Collects rates from the owners of 71,000 properties in the City of Glen Eira so that we can fund and deliver infrastructure and services. Calculates how much each property owner pays in rates based on property values. Applies pensioner rebates for eligible ratepayers. Collects the waste charge to fund rubbish and recycling collection and disposal. Collects the fire property services levy on behalf of the Victorian Government to support our emergency services.	118,583 118,434 **(149)**

Innovative and financially sustainable
Service performance indicators

SERVICE, INDICATOR, MEASURE	2023	2024	2025	2026
GOVERNANCE				
Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	4.91%	2.63%	7.84%	**5.15%**
There were seven decisions made in meetings closed to the public in the past financial year.				
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	57	55	55	**57**
Community satisfaction with consultation and engagement increased from 55 to 57 in 2025–26, reflecting our ongoing commitment to genuine and transparent engagement with the Glen Eira community. The implementation of the four-year *Community Engagement Roadmap* is expected to further strengthen community participation and support ongoing improvements in engagement outcomes.				
Councillor attendance at Council meetings [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100	89.51%	93.24%	96.49%	**83.95%**
There were 18 Council meetings consisting of 16 Ordinary Council Meetings and two Special Council Meetings. On four occasions there was one Councillor absent and on another two occasions two Councillors absent.				
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	$56,363	$56,404	$53,950	**$56,765**
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	57	57	55	**58**
Community satisfaction with decisions made in the interest of the community increased by three index points from 55 in 2025 to 58 in 2026. While performance in this area has improved from last year, expectations remain high, presenting an opportunity to further lift perceptions through clearer communication and engagement.				



Glen Eira Town Hall clock tower, Caulfield

Our governance

Our role

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

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

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

The principles that guide us include:

- complying with relevant laws when making decisions and undertaking our functions and actions
- prioritising the achievement of the best outcomes for the municipal community, including future generations
- promoting the economic, social and environmental sustainability of the municipal district, including mitigation of and planning for climate change risks
- engaging the community in strategic planning and decision-making
- pursuing innovation and continuous improvement in service delivery and governance
- collaborating with other councils, governments and statutory bodies
- ensuring our ongoing financial viability
- considering regional, state and national plans and policies in strategic planning and decision-making
- ensuring the transparency of our decisions, actions and information.

Delegations

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

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

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



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

Committees

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

Audit and Risk Committee

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

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

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

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

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

Key contributions during 2025–26

During the year, the Committee:

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

Audit and Risk Committee membership

Councillor representatives
(26 November 2024 to 24 November 2025)

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

Councillor representatives (25 November 2025 to current)

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

Independent representatives

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

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

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

Independent member remuneration

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

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

Delegated committees

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

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

We had no delegated committees during 2025–26

Advisory committees

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

CEO Employment Matters Advisory Committee

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

Councillor-appointed delegates for 2025–26:

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

Community Advisory Committees

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

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

Community Safety, Cohesion, Health and Wellbeing Advisory Committee

The Committee is made up of:

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

Diverse, Welcoming and Accessible Places Advisory Committee

The Committee is made up of:

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

Environmental Stewardship Advisory Committee

The Committee is made up of:

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

Innovation and Financial Sustainability Advisory Committee

The Committee is made up of:

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

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



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

Glen Eira Leisure (GEL) Advisory Committee

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

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

The Committee is made up of:

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

The Elsternwick Club Advisory Committee

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

Councillor-appointed delegates for 2025–26:

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

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

External and other committees

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

These include:

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



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

Information governance

Freedom of information

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

You can request access to the documents we hold under the *Act*. Your right to access is subject to exceptions and exemptions designed to protect essential public interests and the personal or business affairs of individuals.

You may apply for access to:

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

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

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

You can make a written request:

- by email to foi@gleneira.vic.gov.au
- online at www.gleneira.vic.gov.au/foi
- in person at our Service Centre at the Town Hall
- by post to:
  Freedom of Information Officer
  Glen Eira City Council
  PO Box 2421, Caulfield Junction, VIC 3161

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

Privacy breaches and complaints

We identified 17 privacy incidents in 2025–26 involving:

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

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

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

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

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

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

Privacy Policy

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

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

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

Public transparency

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

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

Publicly available documents include:

- agendas and minutes of Council meetings (except where items are considered in a closed session under section 66 of the *Local Government Act 2020*)
- Council-adopted policies and strategies, including the *Council Plan 2025–2029* and *Community Vision* a summary of personal interests, as required under section 135 of the *Local Government Act 2020.*
- registers of gifts, benefits and hospitality offered to our staff
- registers of interstate travel undertaken by Councillors or our staff
- registers of donations and grants that we made
- registers of leases that we entered into
- register of delegations
- register of authorised officers
- register of election campaign donations
- any other registers or records required by the *Local Government Act 2020* or other legislation.

Registers available on our website include:

- *Planning Register* (under section 49(1) of the *Planning and Environment Act 1987*)
- *Lease and Licence Register*
- *Classified Tree Register.*

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

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

Governance and management checklist

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

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

The results below show how we performed against this checklist.

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT	
1	***Community Engagement Policy*** (*Policy* outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the *Act* Date of adoption: 23 July 2024	✓
2	***Community Engagement Guidelines*** (*Guidelines* to assist staff to determine when and how to engage with the community)	*Community Engagement Toolkit* (online) Date of commencement: 23 July 2024	✓
3	***Financial Plan*** (*Plan* under section 91 of the *Act* outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the *Act* Date of adoption: 28 October 2025 and 30 June 2026	✓
4	***Asset Plan*** (*Plan* that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the *Act* Date of adoption: 28 October 2025	✓
5	***Revenue and Rating Plan*** (*Plan* usetting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the *Act* Date of adoption: 30 June 2026	✓
6	***Annual Budget*** (*Plan* setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 94 of the *Act* Date of adoption: 30 June 2026	✓
7	***Risk Policy*** (*Policy* outlining Council's commitment and approach to minimising the risks to Council's operations)	Current *Policy* in operation Date of commencement: 19 July 2022 (Administrative update May 2025)	✓
8	***Fraud Policy*** (*Policy* outlining Council's commitment and approach to minimising the risks to Council's operations)	Current *Policy* in operation Date of commencement: 28 November 2023 (Administrative update May 2025)	✓

The results below show how we performed against this checklist.

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT	
9	**Municipal Emergency Management Planning** (Council's participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC))	MEMPC meetings attended by one or more representatives of Council (other than the chairperson) during the financial year Date of MEMPC meetings attended: • 9 July 2025 • 22 October 2025 • 25 March 2026	✓
10	***Procurement Policy*** (*Policy* outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the *Act* Date of commencement: 3 November 2021	✓
11	***Business Continuity Plan*** (*Plan* setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current *Plan* in operation Date of commencement: 25 March 2026	✓
12	***Disaster Recovery Plan*** (*Plan* setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current *Plan* in operation Date of commencement: 17 April 2025	✓
13	***Complaint Policy*** (*Policy* under section 107 of the *Act* outlining Council's commitment and approach to managing complaints)	*Policy* developed in accordance with section 107 of the *Act* Date of commencement: 25 November 2023	✓
14	***Workforce Plan*** (*Plan* outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	*Plan* developed in accordance with section 46 of the *Act* Date of commencement: 20 March 2026	✓
15	***Payment of Rates and Charges Hardship Policy*** (*Policy* outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current *Policy* in operation Date of commencement: 23 July 2024	✓
16	***Risk Management Framework*** (*Framework* outlining Council's approach to managing risks to the Council's operations)	Current *Framework* in operation Date of commencement: 19 July 2022 (Administrative update May 2025)	✓
17	**Audit and Risk Committee** (Advisory committee of Council under section 53 and section 54 of *Act*)	Established in accordance with section 53 of the *Act* Date of commencement: 11 August 2020	✓

The results below show how we performed against this checklist.

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

The results below show how we performed against this checklist.

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT	
24	***Annual Report*** (Annual report under sections 98, 99 and 100 of the *Act* containing a report of operations and audited financial and performance statements)	*Annual Report* presented at a meeting of Council in accordance with section 100 of the *Act*. Date of presentation: 16 October 2025	✓
25	***Councillor Code of Conduct*** (Code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the *Act*. Date reviewed and adopted: 13 November 2024	✓
26	**Delegations** (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act. and a register kept in accordance with sections 11(8) and 47(7) of the *Act*. Date of review: 25 February 2026	✓
27	**Meeting procedures** (Governance Rules under section 60 of the *Act* governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the *Act* Date rules adopted: 3 September 2024	✓

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



Lucy Roffey

Chief Executive Officer

Dated: 23 September 2026



Councillor Dr Simone Zmood

Mayor

Dated: 23 September 2026

Statutory information

Contracts

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

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

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

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

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

Disability Act 2006 — Disability Action Plan

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

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

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

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



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

Food Act 1984 — ministerial directions

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

Domestic Animals Act 1994 — Domestic Animal Management Plan

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

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

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

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

Domestic Animals Act 1994 — Domestic Animal Management Plan

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

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

Planning and Environment Act 1987 — infrastructure and development contributions

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

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

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

In 2025–26 a planning permit was issued for the intersection of North Drive and East Boundary Road, Bentleigh East. Construction is expected to commence in 2026–27.
A separate works in kind agreement will need to be entered into to provide the developer with credit for these works under the *DCP*.

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

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

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

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

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

*contribution/s

Public Interests Disclosures Act 2012 — disclosure procedures

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

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

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

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

Disclosures can be made by our officers, Councillors, employees, or members of the public. We are committed to the objectives of the PID Act and:

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

No public interest disclosures were received in 2025–26.

Road Management Act 2004 — ministerial direction

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



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



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

Our finances

Understanding this year's financial result

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

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

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

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

Economic factors

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

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

Looking beyond the reported surplus

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

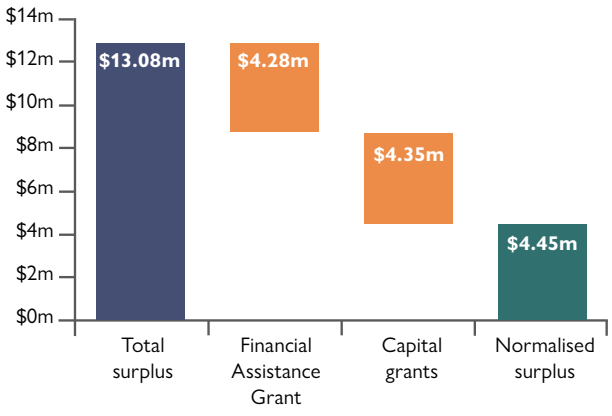
These include:

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

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

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

Reconciliation of reported operating surplus to normalised operating result



Where the money
came from and where it went

Income

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

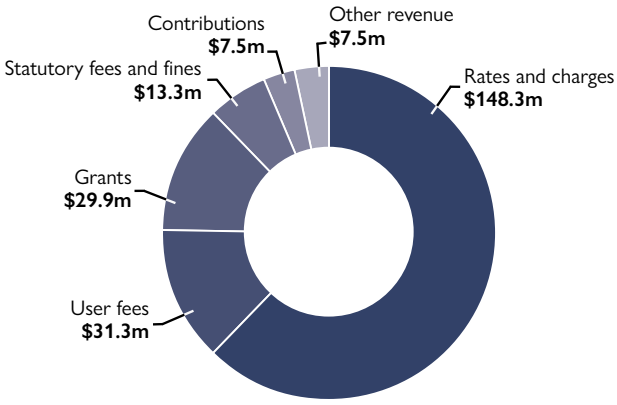
This favourable result was driven by a combination of operational performance and non-recurring income sources, including:

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

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

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

2025–26 sources of income by category



Expenditure

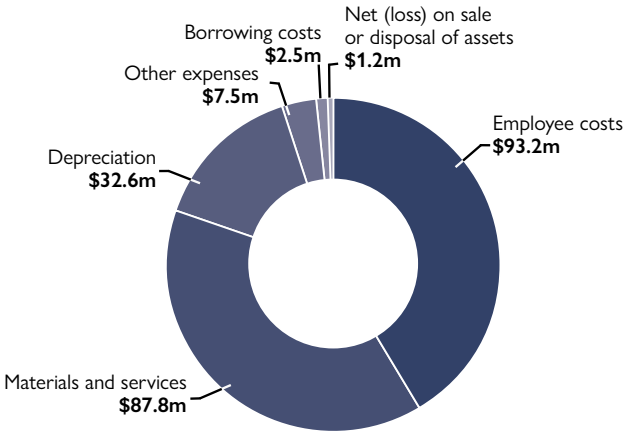
Total expenditure was $224.77 million, approximately $2.3 million above budget.

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

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

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

2025–26 categories of expenditure by type



Investing in community assets

Capital works delivered

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

Key investment areas included:

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

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

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

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

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

Funding future open space

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

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

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

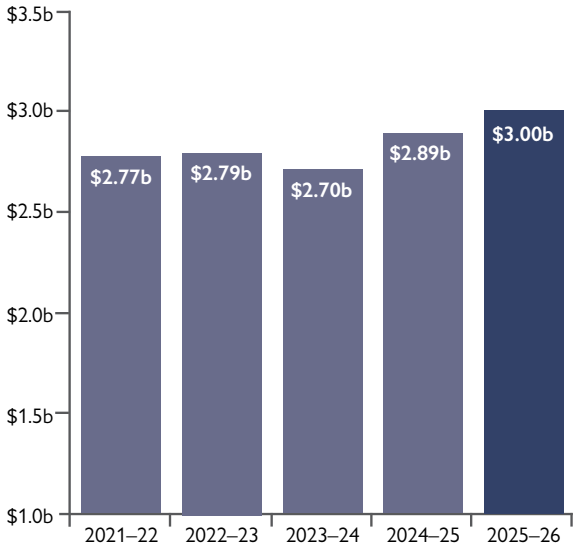
Growing and maintaining community assets

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

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

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

Property, infrastructure, plant and equipment and intangibles



Maintaining a strong financial position

Cash reserves and liquidity

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

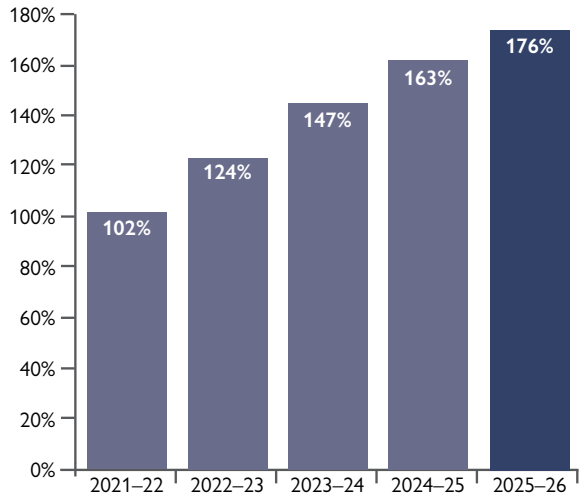
However, a significant portion of these funds is restricted or held for specific obligations, including:

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

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

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

Liquidity ratio (working capital)



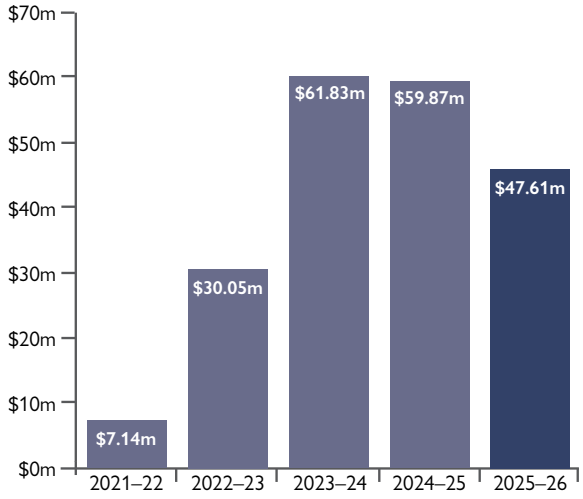
Debt management

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

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

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

Borrowings over time



Looking ahead

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

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

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

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

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

John Vastianos
Chief Financial Officer



Chief Financial Officer, John Vastianos



Financial Report

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FINANCIAL REPORT

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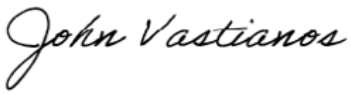
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FINANCIAL REPORT

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Certification of the Financial Report

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

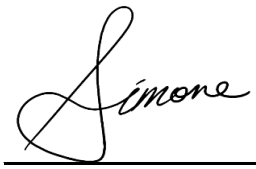


John Vastianos (B.Com., GradCertMgt., FCPA, GAICD)
Principal Accounting Officer
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Financial Statements of the Glen Eira City Council for the year ended 30 June 2026 presents fairly the financial transactions of Council, and the financial position of the Council as at that date.

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

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



Simone Zmood
Mayor
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Li Zhang
Deputy Mayor
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Lucy Roffey
Chief Executive Officer
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Victorian Auditor-General's Office Audit Report Page 2

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the financial report of Glen Eira City Council (the council) which comprises the: • balance sheet as at 30 June 2026 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2026 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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

Victorian Auditor-General's Office Audit Report Page 3

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
18 September 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

2

Comprehensive Income Statement
for the year ended 30 June 2026

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

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

Balance Sheet
as at 30 June 2026

Page 5

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

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

Statement of Changes in Equity
for the year ended 30 June 2026

Page 6

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

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

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

Statement of Cash Flows
for the year ended 30 June 2026

Page 7

	Notes	2026 inflows/ (outflows) $ '000	2025 inflows/ (outflows) $ '000
Cash flows from operating activities			
Rates and charges		147,500	141,814
Statutory fees and fines		13,502	11,770
User fees		30,666	30,034
Other receipts		3,357	2,796
Grants — operating		25,567	25,630
Grants — capital		6,947	12,779
Contributions — monetary		7,459	6,800
Interest received		3,919	3,349
Trust funds and deposits taken		7,638	4,576
Net GST refund		8,603	9,647
Employee costs		(92,900)	(93,317)
Materials and services		(95,182)	(88,636)
Short-term, low value and variable lease payments	**5.8**	(22)	(12)
Trust funds and deposits repaid		(8,126)	(3,251)
Other payments		(6,035)	(5,889)
Net cash provided by operating activities	**9.2**	**52,892**	**58,090**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(20,312)	(34,587)
Proceeds from sale of property, infrastructure, plant and equipment		202	474
Net cash used in investing activities		**(20,110)**	**(34,113)**
Cash flows from financing activities			
Finance costs		(2,345)	(2,472)
Repayment of borrowings		(12,260)	(1,966)
Interest paid — lease liability		(136)	(141)
Repayment of lease liabilities		(603)	(588)
Net cash provided used in financing activities		**(15,344)**	**(5,167)**
Net increase in cash and cash equivalents		17,438	18,810
Cash and cash equivalents at the beginning of the financial year		77,437	58,627
Cash and cash equivalents at the end of the financial year		**94,875**	**77,437**
Financing arrangements	**5.6**		

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

Statement of Capital Works
for the year ended 30 June 2026

Page 8

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

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

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

Note 1 Overview

Introduction

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

Statement of compliance

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

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

Accounting policy information

(a) Basis of accounting

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

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

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

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

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

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

— the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2);

— the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2);

— the determination of employee provisions (refer to note 5.5);

— the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3.4);

— the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8); and

— other areas requiring judgements.

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

Goods and Services Tax (GST)

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

Note 2 Analysis of our results

2.1 Performance against budget

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

The *2025–26 Budget* figures detailed below are those adopted by Council at the Council Meeting on 30 June 2025. The *Budget* was based on assumptions that were relevant at the time of adoption of the *Budget*. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The *Budget* did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

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

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

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

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(e)	**Other income** Other income refers to revenue that is not classified as rates, grants, user fees, or statutory charges and includes sources such as investment interest, rental income, reimbursements, and miscellaneous revenue. In 2025–26, other income was $2.6 million above budget, primarily due to: — higher than anticipated investment interest earnings of $1.7 million; — rental income exceeding budget by $215,000; and — the receipt of $600,000 relating to Council's ongoing management, operation and maintenance responsibilities for public assets transferred following the Level Crossing Removal Project, including the Derby Crescent beautification works.
(f)	**Contributions — monetary** Monetary contributions primarily relate to open space contributions levied on multi-unit property developments. These funds are transferred to a restricted reserve and are used to support future land acquisitions and open space development projects. Contribution levels can vary significantly depending on development activity. In 2025–26, open space contributions exceeded budget by $2.5 million, reflecting higher than anticipated development activity during the year. For further details, refer to Note 9.1(b).
(g)	**Depreciation and amortisation** Depreciation and amortisation are accounting measures that allocate the cost of Council's assets over their useful lives. They apply to property, infrastructure, plant and equipment, including assets such as roads, drains, buildings, parks and open space. In 2025-26, depreciation and amortisation expense was $2.6 million above budget. This reflects the higher depreciable asset base resulting from asset revaluations undertaken in 2024-25 and the partial-year impact of revaluations completed during 2025-26, including infrastructure, buildings, parks and open space assets. The increase also reflects changes arising from the implementation of *AASB 13 Fair Value Measurement* and the capitalisation of completed capital works.
(h)	**Share of net loss of joint operations** The Joint Venture ceased to operate as a commercial landfill at the end of January 2016, and as such it is no longer able to generate income from ongoing operations to continue to meet obligations under its licence agreement with the *Environmental Protection Authority* for a period of 30 years following closure. As the Clayton Landfill Site is not included in Council's 2025-26 adopted budget, the variance of $104,000 reflects the annual result of the Joint Venture accounts, which can vary year to year. The variance as at 30 June represents significant adjustments to the provision for rehabilitation works. The remediation is expected to be completed by 2050. For further details refer to Note 6.1.

Notes to the Financial Report
for the year ended 30 June 2026

Note 2.1 Performance against budget (continued)

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

Note 2.1 Performance against budget (continued)

Explanation of material variations — statement of capital works

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

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

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

Community Wellbeing — delivers a broad range of services that support the social, cultural and economic wellbeing of the community, including community and economic development, family and children's services, youth services, libraries and learning centres, arts and cultural services, and aged care and independent living.

Customer and Corporate Affairs — supports effective governance and organisational performance through councillor support, customer service, public affairs, community engagement, reporting, advocacy, organisational strategy, enterprise project management, information technology and digital services, legal, risk and governance.

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

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

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

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

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

	2026 $ '000	2025 $ '000

Note 3 Funding for the delivery of our services

3.1 Rates and charges

The rate cap for 2025-26 was set at three per cent and was applied to the average rate per assessment of all rateable properties in the municipality. The rate cap does not apply to service rates and charges or the *Emergency Services and Volunteers Fund*.

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

The valuation base used to calculate general rates for 2025–26 was $4,273 million (2024–25: $4,189 million). The 2025–26 rate in the dollar was 2.7924 cents (2024–25: 2.7113 cents).

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

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

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

3.2 Statutory fees and fines

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

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

	2026 $ '000	2025 $ '000
Note 3 Funding for the delivery of our services (continued)		
3.3 User fees		
Glen Eira Leisure	22,059	18,922
Animal registrations and local laws	2,275	3,023
Aged and health	2,149	2,180
Building and planning	1,251	1,272
Facility hire	955	1,044
Other user fees and charges	768	677
Family and children services	636	229
Parking meters	488	547
Road openings and reinstatements	464	416
Waste and sustainability	213	285
Community care	-	374
Total user fees	**31,258**	**28,969**

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

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

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

	2026 $ '000	2025 $ '000

3.4 Funding from other levels of government (continued)

(c) Recognition of grant income

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

— identifies each performance obligation relating to revenue under the contract/agreement

— determines the transaction price

— recognises a contract liability for its obligations under the agreement

— recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

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

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

The following table provides a summary of unspent grants.

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

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

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

Unspent grants are determined and disclosed on a cash basis.

3.5 Other income

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

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

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

3.6 Contributions — monetary

Public open space	7,459	6,800
Total contributions — monetary	**7,459**	**6,800**

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

Notes to the Financial Report
for the year ended 30 June 2026

	Notes	2026 $ '000	2025 $ '000
Note 4 The cost of delivering services			
4.1 Employee costs			
Wages and salaries		72,840	73,011
Superannuation (refer to note 4.1(a))		9,258	8,631
Annual leave		5,944	6,120
Long service leave		1,771	1,916
WorkCover		2,602	1,982
Other employee costs		766	1,034
Total employee costs		**93,181**	**92,694**

(a) Superannuation

Council made contributions to the following funds:

Defined benefit plans		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	147	170
	147	**170**

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

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

Summary:

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

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

Notes to the Financial Report
for the year ended 30 June 2026

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

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

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

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

	2026 $ '000	2025 $ '000
4.4 Amortisation — intangible assets		
Software	285	350
Total amortisation — intangible assets	**285**	**350**
4.5 Depreciation — right of use assets		
Property	500	495
Equipment	128	133
Total Depreciation — right of use assets	**628**	**628**
4.6 Net loss on sale / disposal of property, infrastructure, plant and equipment		
Proceeds of sale	319	478
Written down value of assets disposed (refer to notes 5.2(b) and 6.2)	(1,495)	(373)
Disposal costs for laneway sales	(3)	(10)
Capital works projects transferred to operating	(23)	(187)
Total net loss on sale / disposal of property, infrastructure, plant and equipment	**(1,202)**	**(92)**
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
4.7 Borrowing costs		
Interest — borrowings	2,345	2,472
Total borrowing costs	**2,345**	**2,472**
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.8 Finance costs — leases		
Interest — lease liabilities	136	141
Total finance costs	**136**	**141**

Notes to the Financial Report
for the year ended 30 June 2026

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

	2026 $ '000	2025 $ '000
Note 5 Investing in and financing our operations		
5.1 Financial Assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	18	19
Cash at bank	94,857	77,418
Total cash and cash equivalents	**94,875**	**77,437**

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

(b) Other financial assets		
Non-current		
Procurement Australasia Ltd shareholding — at cost	5	5
Total other financial assets	**5**	**5**

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

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

Other financial assets are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

	2026 $ '000	2025 $ '000
Note 5 Our financial position (continued)		
(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	14,601	14,487
Parking infringement debtors — Council	2,811	2,254
Parking infringement debtors — Fines Victoria	15,276	13,741
Allowance for expected credit loss — infringements	(14,029)	(12,592)
Net GST Receivable	1,828	1,539
Emergency Services and Volunteers Fund *	2,469	1,783
Non-statutory receivables		
Other trade receivables **	1,853	1,501
Allowance for expected credit loss — other trade receivables	(7)	(65)
Total trade and other receivables	**24,802**	**22,648**

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

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

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

(d) Ageing of receivables

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

Current (not yet overdue)	1,440	921
Past due by up to 30 days	319	291
Past due between 31 and 180 days	94	289
Total trade and other receivables	**1,853**	**1,501**

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

	2026 $'000	2025 $'000

Note 5 Our financial position (continued)

5.2 Non-financial assets

(a) Other assets

Current

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

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

5.2 (b) Intangible assets

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

Movements for the year

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

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

	2026 $'000	2025 $'000

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

(a) Trade and other payables

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

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

(b) Trust funds and deposits

Current		
Residential aged care bonds and deposits	2,860	3,254
Refundable deposits	7,221	6,915
Emergency Services and Volunteers Fund	3,209	2,034
	13,290	**12,203**
Current — expected to be refundable after 12 months		
Residential aged care bonds and deposits	11,439	13,015
	11,439	**13,015**
Total current trust funds and deposits	**24,729**	**25,218**

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

Purpose and nature of items:

Residential aged care bonds and deposits — relate to resident accommodation bonds and deposits for Council's nursing home at Warrawee. These amounts are to be refunded (less retention income) when residents leave the facility. Council forecasts that 20 per cent (2024–25: 20 per cent) of residential aged care bonds and deposits will fall due within 12 months after the end of the period.

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

Emergency Services and Volunteers Fund — Council is the collection agent for the Emergency Services and Volunteers Fund on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

	2026 $'000	2025 $'000

5.3 Payables, trust funds, deposits and contract and other liabilities (continued)

(c) Contract and other liabilities

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

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

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

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

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

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

All borrowings are secured over the General Rates of Council.

The maturity profile for Council's borrowings is:		
Not later than one year	2,258	2,155
Later than one year and not later than five years	20,111	29,646
Later than five years	25,242	28,070
	47,611	**59,871**

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

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

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

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

Notes to the Financial Report
for the year ended 30 June 2026

5.5 Provisions

2026	Annual leave	Long service leave	Sick leave	Total
	$ '000	$ '000	$ '000	$ '000
Balance at beginning of the financial year	4,911	10,347	3	**15,261**
Additional provisions	5,951	1,861	-	**7,812**
Amounts used	(5,886)	(1,517)	-	**(7,403)**
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	-	(49)	-	**(49)**
Balance at the end of the financial year	**4,976**	**10,642**	**3**	**15,621**
2025				
Balance at beginning of the financial year	5,092	10,858	3	**15,953**
Additional provisions	6,073	1,721	-	**7,794**
Amounts used	(6,254)	(2,263)	-	**(8,517)**
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	31	-	**31**
Balance at the end of the financial year	**4,911**	**10,347**	**3**	**15,261**

	2026 $ '000	2025 $ '000
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	4,233	4,076
Long service leave	2,012	2,012
Sick leave	3	3
	6,248	**6,091**
Current provisions expected to be wholly settled after 12 months		
Annual leave	742	835
Long service leave	6,981	6,856
	7,723	**7,691**
Total current provisions	**13,971**	**13,782**
Non-current		
Long service leave	1,650	1,479
Total non-current provisions	**1,650**	**1,479**
Aggregate carrying amount of employee provisions:		
Current provisions	13,971	13,782
Non-current provisions	1,650	1,479
Total aggregate carrying amount of employee provisions	**15,621**	**15,261**

5.5 Provisions (continued)

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

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

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

Annual leave
A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability.
Liabilities for annual leave are measured at:
— nominal value if the Council expects to wholly settle the liability within 12 months
— present value if the Council does not expect to wholly settle within 12 months.

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

Long service leave

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

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

The components of this current liability are measured at:
— present value — component that is not expected to be settled within 12 months.
— nominal value — component that is expected to be settled within 12 months.

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

Non-current LSL liability is measured at present value.

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

5.6 Financing Arrangements

The Council has the following funding arrangements in place as at 30 June 2026:

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

5.7 Commitments

Council has entered into the following commitments:

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

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

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

(a) Commitments for expenditure

2026	Not later than 1 year $ '000	Later than 1 year but less than 2 years $ '000	Later than 2 years but less than 5 years $ '000	5 years and later $ '000	Total $ '000
Operating					
Banking services	123	-	-	-	**123**
Cleaning services	3,383	3,384	6,767	1,731	**15,265**
In-Home and Social Support contractual services	6,288	2,358	-	-	**8,646**
IT licences and support	1,478	402	221	7	**2,108**
Maintenance	5,331	5,236	8,519	5,861	**24,947**
Traffic and parking management	2,643	220	-	-	**2,863**
Waste and sustainability *	28,615	28,438	56,876	209,428	**323,357**
Other contractual obligations	1,425	1,070	504	16	**3,015**
Total operating commitments	**49,286**	**41,108**	**72,887**	**217,043**	**380,324**
Capital					
Buildings **	4,597	-	-	-	**4,597**
Land (Elsternwick Club Settlement)	11,800	-	-	-	**11,800**
Park services	203	-	-	-	**203**
Roads	214	-	-	-	**214**
Total capital expenditure commitments	**16,814**	**-**	**-**	**-**	**16,814**

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

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

5.7 Commitments (continued)

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

5.8 Leases

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

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

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

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

— any lease payments made at or before the commencement date less any lease incentives received; plus

— any initial direct costs incurred; and

— an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

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

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

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

— Fixed payments;

— Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

— Amounts expected to be payable under a residual value guarantee; and

— The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

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

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

5.8 Leases (continued)

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

Right-of-Use Assets	Property 2025 $'000	Equipment 2025 $'000	Total 2025 $'000
Balance at 1 July 2024	1,308	468	1,776
Additions	68	0	68
Depreciation charge	(495)	(134)	(629)
Balance at 30 June 2025	**881**	**335**	**1,215**

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

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

Note 6 Assets we manage

6.1 Investments in joint operations

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

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

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

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

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

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

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

	2026 $ '000	2025 $ '000
6.1 Investments in joint operations (continued)		
6.1 (b) Other liabilities		
Provision for environmental rehabilitation	2,910	3,010
Total other liabilities	**2,910**	**3,010**

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

The calculation of the provision is based on a review of the annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at 2.85 per cent per year. The long-term liability is discounted to its present value using the Group 100 discount rate forecasts, which are derived from Australian corporate bond yields. The prior period provision balance was inflated using a rate of 6.5%, due to instability of prior period CPI figures. Inflationary factors are considered relatively stable in the current period and as such a reduced rate has been applied.

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

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

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

Summarised statement of cash flows

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

Summary of joint operations

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

Accounting for investments in joint operations

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

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

6.2 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

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

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Write-offs	Closing WIP
	$ '000	$ '000	$ '000	$ '000	$ '000
Land and buildings	1,321	5,997	(4,837)	-	2,481
Plant and equipment	258	2,875	(2,155)	-	978
Infrastructure	6,675	12,061	(11,602)	12	7,122
	8,254	**20,933**	**(18,594)**	**12**	**10,581**

6.2 Property, infrastructure plant and equipment (continued)

(a) Property	Notes	Land - specialised	Land under roads	Total land	Buildings - specialised	Leasehold improvements	Total buildings	Total property
		$ '000	$ '000	**$ '000**	$ '000	$ '000	**$ '000**	**$ '000**
At fair value 1 July 2025		1,337,704	800,294	**2,137,998**	415,833	411	**416,245**	**2,554,243**
Accumulated depreciation		-	-	**-**	(118,107)	(320)	**(118,427)**	**(118,427)**
Work in progress		-	-	**-**	1,321	-	**1,321**	**1,321**
Balance at 1 July 2025		**1,337,704**	**800,294**	**2,137,998**	**299,049**	**91**	**299,139**	**2,437,138**
Movements in fair value								
Acquisition of assets at fair value (including work in progress transfers)			-	**-**	4,837	-	**4,837**	**4,837**
Revaluation at fair value	**9.1(a)**	(27,878)	(9,096)	**(36,974)**	95,277	-	**95,277**	**58,303**
Fair value of assets disposed	**4.6**	-	-	**-**	(1,696)	-	**(1,696)**	**(1,696)**
Net work in progress movement		-	-	**-**	1,160	-	**1,160**	**1,160**
		(27,878)	**(9,096)**	**(36,974)**	**99,578**	**-**	**99,578**	**62,604**
Movements in accumulated depreciation								
Depreciation	**4.3**	-	-	**-**	(8,620)	(26)	**(8,646)**	**(8,646)**
Accumulated depreciation of disposals	**4.6**	-	-	**-**	652	-	**652**	**652**
		-	**-**	**-**	**(7,968)**	**(26)**	**(7,994)**	**(7,994)**
At fair value 30 June 2026		1,309,826	791,198	**2,101,024**	514,251	411	**514,663**	**2,615,687**
Accumulated depreciation at 30 June 2026		-	-	**-**	(126,075)	(346)	**(126,421)**	**(126,421)**
Work in progress		-	-	**-**	2,481	-	**2,481**	**2,481**
Carrying amount at 30 June 2026		**1,309,826**	**791,198**	**2,101,024**	**390,658**	**65**	**390,723**	**2,491,748**

6.2 Property, infrastructure plant and equipment (continued)

(b) Infrastructure	Notes	Roads	Footpaths, furniture and signs	Drains	Parks and gardens	Total infrastructure
		$ '000	$ '000	$ '000	$ '000	**$ '000**
At fair value 1 July 2025		369,650	136,791	233,746	146,589	**886,776**
Accumulated depreciation		(172,656)	(89,087)	(117,529)	(79,826)	**(459,098)**
Work in progress		2,967	117	1,445	2,146	**6,675**
Balance at 1 July 2025		**199,961**	**47,821**	**117,662**	**68,909**	**434,353**
Movements in fair value						
Acquisition of assets at fair value (including work in progress transfers)		3,731	1,973	351	5,547	**11,602**
Revaluation at fair value	**9.1(a)**	(8,437)	30,026	36,289	14,451	**72,329**
Fair value of assets disposed	**4.6**	(680)	(49)	(133)	(306)	**(1,168)**
Net work in progress movement		287	-	(81)	241	**447**
		(5,099)	**31,950**	**36,426**	**19,933**	**83,210**
Movements in accumulated depreciation						
Depreciation	**4.3**	(6,741)	(2,410)	(2,976)	(8,099)	**(20,226)**
Accumulated depreciation of disposals	**4.6**	457	34	94	185	**770**
		(6,284)	**(2,376)**	**(2,882)**	**(7,914)**	**(19,456)**
At fair value 30 June 2026		364,264	168,741	270,253	166,281	**969,539**
Accumulated depreciation at 30 June 2026		(178,940)	(91,463)	(120,411)	(87,740)	**(478,554)**
Work in progress		3,254	117	1,364	2,387	**7,122**
Carrying amount at 30 June 2026		**188,578**	**77,395**	**151,206**	**80,928**	**498,107**

6.2 Property, infrastructure plant and equipment (continued)

(c) Plant and equipment	Notes	Plant and equipment	Furniture and equipment	Total plant and equipment
		$ '000	$ '000	**$ '000**
At cost 1 July 2025		12,384	29,081	**41,465**
Accumulated depreciation		(8,634)	(23,128)	**(31,761)**
Work in progress		95	163	**258**
Balance at 1 July 2025		**3,845**	**6,116**	**9,962**
Movements in cost				
Acquisition of assets at fair value (including work in progress transfers)		522	1,633	**2,155**
Cost of assets disposed	**4.6**	(572)	(409)	**(981)**
Net work in progress movement		401	319	**720**
		351	**1,543**	**1,894**
Movements in accumulated depreciation				
Depreciation	**4.3**	(880)	(1,928)	**(2,808)**
Accumulated depreciation of disposals	**4.6**	521	406	**927**
		(359)	**(1,522)**	**(1,881)**
At cost 30 June 2026		12,334	30,305	**42,639**
Accumulated depreciation at 30 June 2026		(8,993)	(24,651)	**(33,643)**
Work in progress		496	482	**978**
Carrying amount at 30 June 2026		**3,837**	**6,137**	**9,974**

6.2 Property, infrastructure plant and equipment (continued)

(d) Art collection and municipal regalia	**Notes**	Art collection and municipal regalia	**Total art collection and municipal regalia**
		$ '000	**$ '000**
At fair value 1 July 2025		3,841	**3,841**
Balance at 1 July 2024		**3,841**	**3,841**
Movements in fair value			
Acquisition of assets		-	**-**
Revaluation increments at fair value	**9.1(a)**		**-**
Fair value of assets disposed	**4.6**	-	**-**
		-	**-**
At fair value 30 June 2026		3,841	**3,841**
Carrying amount at 30 June 2026		**3,841**	**3,841**

6.2 Property, infrastructure plant and equipment (continued)

Acquisition

Initial measurement

Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided at the date of acquisition plus any incidental costs attributable to the acquisition.

Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer to Note 8.4 for more information on how Council measures fair value.

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

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

Asset recognition depreciation periods	Depreciation/ amortisation period	Threshold limit	
Property			
Buildings	(20–100 years)	$10,000	*
Land	(indefinite)	-	
Land under roads	(indefinite)	-	
Leasehold improvements	(20 years)	$500	
Plant and equipment			
Computer equipment	(3–8 years)	$500	
Furniture and equipment	(2–25 years)	$10,000	
Motor vehicles and trucks	(3–15 years)	$500	
Plant and equipment	(2–15 years)	$500	
Sports equipment (leased)	(4 years)	-	
Art collection and municipal regalia			
Art collection	(indefinite)	-	
Municipal regalia	(indefinite)	-	
Infrastructure			
Car parks	(27–35 years)	$15,000	*
Drains	(100 years)	$1,500	
Footpaths	(50–75 years)	-	*
Kerbs and channels	(109–141 years)	$1,000	*
Local area traffic management devices	(20–71 years)	$1,000–$50,000	*
Right of ways	(39–112 years)	$3,000	*
Roads substructure	(116–159 years)	$2,000	*
Roads surfaces	(27–45 years)	$2,000	*
Street furniture and signs	(17–35 years)	$100–$2,000	*
Parks and gardens improvements	(5–60 years)	$1,500	
Recreational facilities	(5–60 years)	$1,500	
Intangibles			
Software and software licences	(5 years)	$10,000	
Right of use assets			
Property and equipment	(1–7 years)	$10,000	

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

6.2 Property, infrastructure plant and equipment (continued)

Land under roads
Council recognises land under roads it controls at fair value.

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

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

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

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

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

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

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

6.2 Property, infrastructure plant and equipment (continued)

(e) Valuations of land and buildings

The valuations of land were undertaken by a qualified independent valuer, Belinda Macfarlane from Valtec Property (B.Bus, AAPI), Certified Practising Valuer and API Member No. 62593. Valuations of buildings were undertaken by a qualified independent valuer, Ashay Prabhu from Modelve (MIEAust, CPEng), NPER Member No. 1102199.The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement. Where land use is not restricted, highest and best use is assumed to be current use, except where the land is held for sale, or highly likely to be used for an alternative purpose within 12 months of the reporting date.

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

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

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

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

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

Excludes work in progress.

(f) Valuations of infrastructure

Valuations of infrastructure assets, except for Parks and gardens assets, have been assessed by Glen Eira City Council's Director Sustainability, Assets and Leisure, Niall McDonagh Bachelor of Engineering (Civil), Masters of Business Administration (MBA) as at 30 June 2026.

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

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

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

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

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

Excludes work in progress.

6.2 Property, infrastructure plant and equipment (continued)

(g) Valuation of art collection and municipal regalia

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

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

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

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

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between five per cent and 30 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Land values range between approximately $288 and $4,900 per square metre. Land under roads is valued separately, with a discount of 95 per cent applied to account for the lands restricted and encumbered nature in line with accepted industry standards. The resulting values range between $105 and $155 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of the buildings. Current replacement cost is calculated on a square metre basis ranging from $1,131 to $18,440 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 10 years to 98 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from one years to 136 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

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

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

Glen Eira City Council

Subsidiaries, associates and joint operations

Interests in joint operations are detailed in note 6.1

(b) Key management personnel

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

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

Chief Executive Officer and other key management personnel

Chief Executive Officer

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

Other key management personnel

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

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

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

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

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

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

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

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

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

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

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

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

7.1 Council and key management remuneration (continued)

(d) Remuneration of other senior staff

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

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

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

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

7.2 Related Party Disclosures

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

(b) Outstanding balances with related parties
There were no outstanding balances with related parties which required disclosure during the 2025–26 or 2024–25 reporting years.

(c) Loans to / from related parties
No loans have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2025–26 or 2024–25 reporting years.

(d) Commitments to / from related parties
No commitments have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2025–26 or 2024–25 reporting years.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

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

Contingent assets

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

At balance date the Council are not aware of any contingent assets (2025: Nil).

Contingent liabilities

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

The following are potential contingencies considered by Council

(a) Arising from legal matters
Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors.

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

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

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

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

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

8.1 Contingent assets and liabilities (continued)

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

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

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

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

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

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

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

8.2 Australian Accounting Standards issued but not yet effective
Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.
The *Australian Accounting Standards Board (AASB)* has issued *AASB 18 Presentation and Disclosure in Financial Statements*. When applicable *AASB 18* supersedes *AASB 101 Presentation of Financial Statements*. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. *AASB 18* is expected to first apply to Council for the 2028-29 financial year.

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

(c) Interest rate risk

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

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

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

— diversification of investment product;

— monitoring of return on investment; and

— benchmarking of returns and comparison with budget.

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

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

(d) Credit risk

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

— council have a policy for establishing credit limits for the entities council deal with;

— council may require collateral where appropriate; and

— council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

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

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

8.3 Financial instruments (continued)

(d) Credit risk (continued)

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

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

(e) Liquidity risk

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

To help reduce these risks Council:

— has readily accessible standby facilities and other funding arrangements in place;

— has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;

— monitors budget to actual performance on a regular basis; and

— sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

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

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

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

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

(f) Financial instruments — sensitivity disclosure analysis

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

— A parallel shift of plus one and minus one per cent in market interest rates (AUD) from year-end rates of 4.35 per cent (assuming cash remains steady throughout the year).

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

8.4 Fair value measurement

Fair value hierarchy

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

Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair Value Measurement* aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

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

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

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

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

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

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

Revaluation

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

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

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

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

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

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

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under *AASB 13 Fair Value Measurement*, with the consequence that *AASB 136 Impairment of Assets* does not apply to such assets that are regularly revalued.

8.5 Events occurring after balance date

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

Note 9 Other matters

9.1 Reserves

(a) Asset Revaluation Reserve

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

2025	Balance at beginning of reporting period	Increase (decrease)	Balance at end of reporting period
	$ '000	$ '000	$ '000
Property			
Land	903,045	73,556	976,601
Land under roads	394,458	44,087	438,545
Buildings	104,640	15,215	119,855
Infrastructure			
Road assets	135,676	33,069	168,745
Footpaths	20,095	-	20,095
Drainage	35,253	9,607	44,860
Parks and gardens	41,253	-	41,253
Art collection and municipal regalia			
Art collection	1,636	1,381	3,017
Balance	**1,636,056**	**176,915**	**1,812,971**

The Asset Revaluation Reserve is used to record the net movement of Council's assets over time.

9.1 Reserves (continued)

(b) Other reserves

	Balance at beginning of reporting period	Transfers from accumulated surplus	Transfers to accumulated surplus	Balance at end of reporting period
	$ '000	$ '000	$ '000	$ '000
2026				
Public Open Space Reserve *	26,887	7,459	(187)	34,159
Strategic Asset Reserve **	1,260	-	-	1,260
Balance	**28,147**	**7,459**	**(187)**	**35,419**
2025				
Public Open Space Reserve *	21,088	6,800	(1,001)	26,887
Strategic Asset Reserve **	1,260	-	-	1,260
Balance	**22,348**	**6,800**	**(1,001)**	**28,147**

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

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

These contributions are levied on multi-unit property developments to fund open space and are reliant on decisions made by developers, not Council. Contribution income of $7.5m was received during 2025–26. Council spent $187k on projects during 2025-26, and the rest were transferred to the Open Space Reserve for future projects. The balance of the Open Space Reserve is $34.16m as at 30 June 2026.

** **Strategic Asset Reserve** — relates to the transfer the net proceeds of the sale of Council's land and buildings to the reserve. The proceeds from the sale will be used to purchase other land or land and buildings. Where Council purchases priority land acquisition projects using debt funding, future asset sales linked to this acquisition may be used to retire this debt.

(c) Summary of reserves	Balance at beginning of reporting period	Increment / (decrement) and transfers	Balance at end of reporting period
	$ '000	$ '000	$ '000
2026			
Asset Revaluation Reserve	1,812,971	130,632	1,943,603
Public Open Space Reserve	26,887	7,272	34,159
Strategic Asset Reserve	1,260	-	1,260
Balance	**1,841,118**	**137,904**	**1,979,022**
2025			
Asset Revaluation Reserve	1,636,056	176,915	1,812,971
Public Open Space Reserve	21,088	5,799	26,887
Strategic Asset Reserve	1,260	-	1,260
Balance	**1,658,404**	**182,714**	**1,841,118**

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

9.3 Superannuation

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

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

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

Accumulation
The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2026, this was 12 per cent as required under Superannuation Guarantee (SG) legislation (2025: 11.5 per cent)).

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

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

Funding arrangements
Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2025, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2025 (of which Council is a contributing employer) was 110.5 per cent. The financial assumptions used to calculate the VBI were:

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

As at 30 June 2026, a triennial actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

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

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

9.3 Superannuation (continued)

Employer contributions

Regular contributions
On the basis of the results of the 2025 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2026, this rate was 12 per cent of members' salaries (11.5 per cent in 2024-25). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls
If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98 per cent from 26 July 2024 (previously 97 per cent).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2025 interim actuarial investigation surplus amounts
An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2025 and 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2025 (Interim) $m	2024 (Interim) $m	2023 (Triennial) $m
A VBI surplus	200.1	108.4	85.7
A total service liability surplus	229.4	141.4	123.6
A discounted accrued benefits surplus	242.8	156.7	141.9

9.3 Superannuation (continued)

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2025.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2025.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2025.

The 2026 triennial actuarial investigation

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

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

Council was notified of the 30 June 2026 VBI during August 2026.
Because the VBI was above 100 per cent, the Defined Benefit category was in a satisfactory financial position at 30 June 2025 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of Scheme	Rate	2026 $m	2025 $m
Vision Super	Defined Benefit	12% (2025: 11.5%)	0.2	0.2
Vision Super	Accumulation Fund	12% (2025: 11.5%)	4.4	4.25

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

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

9.4 Residential aged care facility

Strategic Review – Warrawee Residential Aged Care

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

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

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

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

Segment Reporting

Council owns and operates Warrawee Community (Warrawee), a 90-bed residential aged care facility. Council is required to disclose a segment note including residential aged care operations as defined under the *Aged Care Act 1997*. The reporting requirements include a detailed Income Statement and Balance Sheet.

The operations of the facilities have been included in the Income Statement, Balance Sheet, Statement of Cash Flows and Statement of Changes in Equity of Council. Terminology in the following Income Statement and Balance Sheet has been used in accordance with the *Department of Social Services'* disclosure requirements.

9.4 Residential aged care facility (continued)

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

9.4 Residential aged care facility (continued)

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

The information presented above regarding the Residential Aged Care Balance Sheet is derived from selected disclosure of key asset and liability accounts included in Glen Eira City Council's core Balance Sheet.

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

9.5 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

10 Change in Accounting Policy

There have been no changes to accounting policies in the 2025-26 year.



Performance Statement

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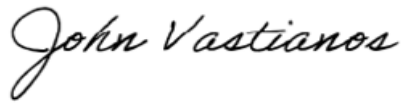
PERFORMANCE STATEMENT

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Certification of the Performance Statement

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In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*



John Vastianos (B.Com., GradCertMgt., FCPA, GAICD)
Principal Accounting Officer
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Performance Statement of the Glen Eira City Council for the year ended 30 June 2026 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Simone Zmood
Mayor
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Li Zhang
Deputy Mayor
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Lucy Roffey
Chief Executive Officer
Dated: 11 September 2026
Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

Auditor-General's Report on the Performance Statement Page 68

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	I have audited the accompanying performance statement of Glen Eira City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Glen Eira City Council in respect of the year ended 30 June 2026 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

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

Auditor-General's Report on the Performance Statement Page 69

Auditor's responsibilities for the audit of the performance statement	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
18 September 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

2

Performance Statement
for the year ended 30 June 2026 Page 70

Section 1. Description of municipality

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district. It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were all in the former City of Moorabbin.

The City of Glen Eira spans 38.67 square kilometres* and includes the suburbs of Bentleigh; Bentleigh East; Carnegie; Caulfield; Caulfield East; Caulfield North; Caulfield South; Elsternwick; Gardenvale; Glen Huntly; McKinnon; Murrumbeena; Ormond; and part of the suburbs of Brighton East and St Kilda East.

Glen Eira is home to 163,025 ** people across 59,792* households, from more than 160 different cultural backgrounds. It's also the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, Census of Population and Housing 2021.
** Source: Australian Bureau of Statistics, Estimated Resident Population, 30 June 2025.

Performance Statement
Section 2. Sustainable capacity indicators
for the year ended 30 June 2026

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

Performance Statement
Section 2. Sustainable capacity indicators (continued)
for the year ended 30 June 2026

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

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

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

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

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Service / *Indicator* / Measure	Results					Material variations
	2023	2024	2025	2026		
	Actual	Actual	Actual	Target as per budget	Actual	
Food safety						
Health and safety Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	100%	100%	N/A	100%	Council achieved a 100 per cent follow-up rate for all critical and major food safety non-compliance notifications in 2025–26, reflecting a strong commitment to public health, regulatory compliance and proactive risk management.
Governance						
Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	57	55	55	62	57	Community satisfaction with consultation and engagement increased from 55 to 57 in 2025–26, reflecting Council's ongoing commitment to genuine and transparent engagement with the Glen Eira community. The implementation of the four-year Community Engagement Roadmap is expected to further strengthen community participation and support ongoing improvements in engagement outcomes.

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

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

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

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

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

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

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

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

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

Performance Statement Page 79
Section 4. Financial performance indicators (continued)
for the year ended 30 June 2026

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

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

Performance Statement Page 80
Section 4. Financial performance indicators (continued)
for the year ended 30 June 2026

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

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents actual results for the current year and the preceding three years, along with the current year's target where required under the *Local Government (Planning and Reporting) Regulations 2020*. For the prescribed financial performance indicators and measures, it also includes the current year's budget target and the forecast results for the period 2026–27 to 2029–30, as outlined in the adopted *2026–27 Budget*.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

"Aboriginal children" means a child who is an Aboriginal person
"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*
"annual report" means an annual report prepared by a council under section 98 of the Act
"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that poses an immediate serious threat to public health
"food premises" has the same meaning as in the *Food Act 1984*
"intervention level" means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*
"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
"MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age
"population" means the resident population estimated by council
"relative socio-economic disadvantage" in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site

5.2. Definitions (continued)

"adjusted underlying revenue" means total income other than:
(a) non-recurrent grants used to fund capital expenditure; and
(b) non-monetary asset contributions; and
(c) contributions to fund capital expenditure from sources other than those referred to above
"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure
"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
"asset upgrade expenditure" means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
“current assets” has the same meaning as in the Australian Accounting Standards
"current liabilities" has the same meaning as in the Australian Accounting Standards
"non-current liabilities" means all liabilities other than current liabilities
"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)
“rate revenue” means revenue from general rates, municipal charges, service rates and service charges
"restricted cash" means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
"unrestricted cash" means all cash and cash equivalents other than restricted cash

Glossary

AAS — Australian Accounting Standards.

AASB — Australian Accounting Standards Board.

ABS — Australian Bureau of Statistics.

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

Active living — incorporating physical activity into daily life.

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

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

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

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

ATO — Australian Taxation Office.

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

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

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

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

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

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

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

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

CEO — Chief Executive Officer.

Charter of Human Rights and Responsibilities Act — the Charter contains 20 rights that reflect the four basic principles of freedom, respect, equality and dignity. The Charter introduces standards to ensure human rights are considered when making laws and decisions, and when providing services.

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

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

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

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

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

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

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

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

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

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

Councillors — our elected representatives.

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

CO_2 — carbon dioxide is a chemical compound with the chemical formula CO_2.

Customer satisfaction score — a score calculated in the Local Government Community Satisfaction Survey and represented as a score out of 100 (on a 0 to 100 scale). Points are tallied based on respondents' answers to a series of questions. Respondents can choose from a set range of responses i.e.: Very good; Good; Average; Poor; Very poor; and Can't say. In this instance 'Can't say' is discarded and weighted points are given to each response to tally an index score. The following index score levels display our performance: 75–100: We are performing very well in this service area. 60–75: We are performing well in this service area, but there is room for improvement. 50–60: We are performing satisfactorily in this service area but needs to improve. 40–50: We are performing poorly in this service area. 0–40: We are performing very poorly in this service area.

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

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

Disability — refers to both visible and non-visible disability. Visible disabilities are those that are immediately apparent to others, such as using a wheelchair or a service animal. Non-visible (or hidden/invisible) disabilities are those that are not obvious to others just by looking, and they encompass a wide range of physical, mental, and neurological conditions.

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

EAGA — Eastern Alliance for Greenhouse Action.

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

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

Expense — an outgoing payment that we make.

FOI — freedom of information.

Gender equity — fair treatment and opportunities for all genders.

GESAC — Glen Eira Sports and Aquatic Centre.

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

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

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

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

GST — goods and services tax.

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

HESTA — a superannuation fund for our employees.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NAV — Net Annual Value — the assessed annual rental value used to determine the amount of rates property owners will pay.

Neighbourhood character — the collective term used to describe the physical components of the built environment, architectural style, street width and layout vegetation and fence height and style.

Open space — public open space in Glen Eira.

Open space contributions — public open space contributions are payments made to us when land is subdivided and additional lots are created.

Open Space Strategy — our approved strategy that will guide the future provision, design and management of public open space in Glen Eira until 2026.

Planning Scheme — legal documents prepared by a council or the Minister for Planning and approved by the Minister that determine the use, development and protection of land within that specific municipality.

Rainbow ready roadmap — a set of resources for Victorian rural and regional communities to build lesbian, gay, bisexual, trans and gender diverse, intersex and queer (LGBTIQA+) inclusion.

Rate cap — an annual cap set by the Victorian Minister for Local Government, which controls general rate increases for all councils during that financial year.

Rate cap variation — councils have the option to seek a variation above the annual rate cap, through the Essential Services Commission (ESC).

Revenue — the amount of money we receive from our activities, mostly from rates and services provided to customers and ratepayers.

Risk management — the procedures we adopt to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.

Service Centre — our customer Service Centre that handles requests, enquiries and payments from the general public.

Service level agreement — a formal contract or agreement between a service provider and a customer that defines the level of service expected, outlines specific performance metrics (like uptime or response times), details the responsibilities of each party, and includes procedures for resolving disputes and penalties if the service levels are not met.

Social media — the means of interactions among people in which they create, share and/or exchange information and ideas in virtual communities and networks.

Splitter island — a raised or painted area used to separate entering from exiting traffic, deflect and slow entering traffic, and provide a refuge for pedestrians crossing the road.

Strategic indicator — measurable elements used to assess progress toward achieving the strategic objectives outlined in our long-term plans.

Strategic priority — a focus area identified by Council as essential to achieving its strategic objectives and delivering services, infrastructure, and amenity improvements.

Streetscape — the overall visual and functional character of a street or area, encompassing its physical features like buildings, trees, footpaths, street furniture, and signage.

Structure Plan — sets out the preferred land use, infrastructure and urban design in a specific activity centre or precinct location. It provides certainty for all stakeholders (government, community, businesses and the development industry) about what change is expected to occur and aims to ensure that the location develops as a great place to live, work and visit.

VECO — we're proud to be one of 51 Victorian councils to join together and form VECO, the Victorian Energy Collaboration. VECO is the largest emissions reduction project ever undertaken by the local government sector in Australia.

Welcoming Cities — a national network of cities, shires, towns and municipalities who are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.

Contact us
and feedback

Contact

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 2421 Caulfield Junction VIC 3161

Phone: (03) 9524 3333

Fax: (03) 9523 0339

Email: mail@gleneira.vic.gov.au

Websites:

www.gleneira.vic.gov.au

library.gleneira.vic.gov.au

www.geleisure.com.au

National Relay Service

If you are d/Deaf or find it hard to hear or speak to hearing people on the phone you can contact us via the National Relay Service.

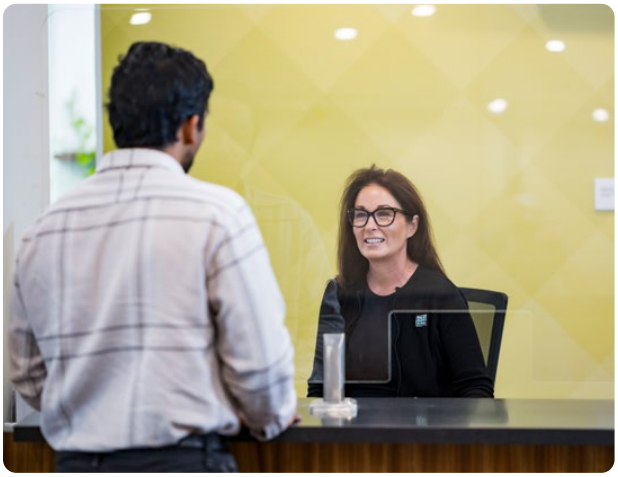
Step 1: contact NRS through your preferred NRS call channel www.accesshub.gov.au/about-the-nrs/nrs-call-numbers-and-links

Step 2: provide the NRS with our phone number (03) 9524 3333

Feedback

We welcome your feedback on the *Annual Report 2025–2026*. Your feedback helps us understand what information is most useful to our community and how we can improve future reports.

You can provide your feedback by calling our Service Centre on 03 9524 3333 or email mail@gleneira.vic.gov.au



GLEN EIRA
CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 2421
Caulfield Junction VIC 3161
Phone: (03) 9524 3333
mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. https://www.accesshub.gov.au/

Social media

Glen Eira City Council:
www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:
www.instagram.com/cityofgleneira

LinkedIn:
www.linkedin.com/company/glen-eira-city-council

Glen Eira arts, gallery and events:
www.facebook.com/gleneiraarts
www.instagram.com/gleneiraarts

Glen Eira Leisure:
www.facebook.com/GESAConline
www.instagram.com/gleneiraleisure

Glen Eira Libraries and Learning Centres:
www.facebook.com/GlenEiraLibraries
www.instagram.com/gleneiralibraries

Glen Eira sustainable living:
www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:
www.facebook.com/GlenEiraYouthServices
www.instagram.com/gleneirayouthservices

10.2 PLANNING SCHEME REVIEW 2026

Author: *Tracey Mihalos, Principal Strategic Planner*

Director: *Rosa Zouzoulas, Director Planning and Place*

Trim No: *26/1225246*

Attachments: *1. Planning Scheme Review report 2026* ⇩

EXECUTIVE SUMMARY

The Glen Eira Planning Scheme Review 2026 has been undertaken in accordance with the requirements of the Planning and Environment Act 1987 and the State Government's *Planning Scheme Reviews Advisory Note, March 2026.* In January 2026, The Minister for Planning wrote to Council directing that the Planning Scheme Review be completed and submitted for approval by the 31 October 2026.

The purpose of the review is to enhance the effectiveness and efficiency of the planning scheme in achieving the objectives of planning in Victoria. It provides an audit of the performance of the planning scheme at a point in time and informs our strategic work plan for the next 4 years.

It is disappointing that Council has been asked to undertake this Review at a time when significant State Government led planning reforms are still being implemented and understood. Recent initiatives including the Activity Centre Program, the Victorian Housing Statement and associated planning scheme reforms have all introduced substantial changes to the Glen Eira Planning Scheme.

Since the introduction of the State Government Activity Centres provisions on July 2026, almost 50% of Glen Eira is now subject to these new requirements. Requesting a comprehensive review of the planning scheme just 3 months later is simply unfair as Council is still working through the impacts of these changes and assessing what they will mean for our community.

The Planning Scheme Advisory Note was updated in March 2026 and requires all councils to review local planning policies and provisions in their planning schemes to ensure they do not conflict with the new state planning provisions or changes arising from State Government led planning reform.

On 2 September 2026, the Department of Transport and Planning wrote to Council advising that the Glen Eira Planning Scheme has sufficient capacity to meet the 2051 housing target of 63,500 dwellings set by the State Government through Plan for Victoria. Current planning scheme provisions support a 2051 housing capacity surplus of 1722 dwellings.

RECOMMENDATION

That Council:

1. Endorses the Glen Eira Planning Scheme Review October 2026 including the Strategic Work Plan 2026.
2. Authorises the Manager City Futures to make any administrative changes required where changes do not affect the purpose or intent of the Planning Scheme Review.
3. Submit a copy of the Glen Eira Panning Scheme Review Report, October 2026 (Attachment 1) to the Minister for Planning by end of October 2026.

BACKGROUND

The Planning and Environment Act 1987, Section 12B requires each Council to undertake a review of its planning scheme every four years to enhance the effectiveness and efficiency of the scheme in achieving planning objectives. Glen Eira undertook its last review in November 2023.

In March this year, DTP issued the Planning Scheme Reviews Advisory Note, March 2026.

The Advisory Note states:

"The purpose of the review is to enhance the effectiveness and efficiency of the planning scheme in achieving the objectives of planning in Victoria, and the objectives of the planning framework established by the Act….

The review is likely to identify changes or additional strategic work that would improve the performance of the planning scheme. Any proposed improvements to the planning scheme that flow from the review should be carried out as planning scheme amendments separate to the review…."

The Advisory Note sets out matters recommended to be addressed in the 2026 Planning Scheme Review, of which the following five are relevant to Glen Eira:

- Local policy and planning tools.
- Housing and residential development.
- Form and content (refers to any inconsistencies in terminology with Plan for Victoria activity centres hierarchy and regional settlement hierarchy).
- Removing roadblocks to improvement (refers to whether new Victorian Planning Provision tools would be more appropriate to implement planning objectives).
- Environmental risks (identifies where mapping of environmental risks should be updated).

The Glen Eira Planning Scheme review addresses these matters and makes recommendations for future strategic work and planning scheme amendments.

ISSUES AND DISCUSSION

Work Plan 2023 and planning scheme amendments

This review provides an update on each project from the 2023 work plan.

A significant body of work has been undertaken since the last review. This work included, but is not limited to, the preparation and lodgement of a number of planning scheme amendments to implement the vision and objectives of our Activity Centre Structure Plans, and Heritage Studies. These include

- Adopted Structure plans for Carnegie, Caulfield, Bentleigh, Elsternwick, Glen Huntly.
- Built form Framework for the Bentleigh East Neighbourhood Centre.
- Heritage reviews for several suburbs in the municipality, including Elsternwick, Caulfield North, Caulfield South and Gardenvale, Mc Kinnon, Murrumbeena.
- The adopted Glen Eira Housing Strategy (2022).

However, several projects have been delayed or not progressed as a result of the introduction of Plan for Victoria and initiatives such as the State Government led Activity Centres Program, Victorian Housing Statement and other planning reform changes.

Planning Reform and Amendments

Since the 2023 Glen Eira Planning Scheme Review, the State Government has undertaken and proposes to undertake significant reforms to the planning system in Victoria. These reforms are summarised below to provide appropriate context for the 2026 Glen Eira Planning Scheme Review.

- Victorian Housing Statement - September 2023

Victoria's Housing Statement: The decade ahead 2024-2034 was released in September 2023. It acknowledges the need to build more housing to accommodate forecast population growth. The Housing Statement and associated actions including planning reforms, are intended to accelerate housing construction to achieve 250,000 new homes in Victoria over a 10 year period. The aim of these reforms is to ensure that the planning system in Victoria is set up to support this so that Victorians can afford to live where they want, close to where they work, in thriving and sustainable communities.

- Plan for Victoria

Key aspects of Plan for Victoria relevant to Glen Eira include:

  - Housing targets for each municipality in Victoria. Glen Eira is part of Middle Melbourne and has a target of 63,500 additional dwellings.
  - Outlines the Activity Centres Program – where the state government takes on planning for certain centres to facilitate additional housing opportunities.

- Planning Reform

The State Government has also undertaken two major reform bills which alter how planning works in Victoria:

  - Consumer and Planning Legislation Amendment (Housing Statement Reform) Act 2025
  - Planning Amendment (Better Decisions Made Faster) Act 2026

In addition to the above reforms, DTP are also working to revise the Planning and Environment Act Regulations 2015, prepare new Ministerial guidelines and other updates to Victoria's planning schemes and guidance materials.

- Activity Centres Program

The Train and Tram Zones Activity Centres Program (AC Program) applies to 60 activity centres in Metropolitan Melbourne where the State Government has led the delivery of new planning controls to facilitate more housing close to jobs and transport. It is designed to maximise the use of existing infrastructure and public transport, taking advantage of recent major investments in Melbourne's train network.

Glen Eira has been significantly impacted by the AC Program and was involved in the Pilot and Stage 1 and 2 expansions across 9 of our activity centres:

  - Moorabbin (Pilot centre – with Bayside and Kingston)
  - Chadstone (Pilot centre (residential catchment extends into Glen Eira) – with Stonnington and Monash)
  - Carnegie, Murrumbeena and Hughesdale (Stage 1 cluster extending to Oakleigh - with Monash)
  - Caulfield, Glen Huntly, Ormond and Bentleigh (Stage 2 cluster, also impacting McKinnon)

- Elsternwick (Stage 2 centre)

Local Policy, Planning Tools and Schedules

The DTP Advisory Note requires councils to:

- *Identify any inconsistencies between local policies and state and regional polices in the Planning Policy Framework (PPF) resulting from changes made by Plan for Victoria Amendment and other amendments to the Planning Policy Framework since the last planning scheme review.*
- *Identify any conflict between local policies and schedules and changed state standard provisions.*

Officers have considered each local planning policy and schedule contained within the Glen Eira Planning Scheme and make recommendations where further review is required as part of our future strategic planning work.

The following clauses will require further review to align with Council's strategies, and the State Government led planning scheme amendments/planning reform:

- Clause 02. Municipal Planning Strategy
- Clause 11.03-1L Activity Centres
- Clause 12.01-1L Protection of Biodiversity
- Clause 13.07-1L Non-residential uses and development in residential areas
- Clause 15.01 Built Environment
- Clause 15.03-1L Heritage
- Clause 16.01 Residential Development
- Clause 17.02 Commercial
- Clause 18.02 Movement Networks
- Clause 19.02 Community Infrastructure
- Clause 19.03 Development Infrastructure

- Several schedules attached to zones and overlays in the planning scheme have also been identified as needing further review to assess the following; identifying inconsistencies between local policies and schedules and changed state provisions;
- Inconsistencies in terminology with Plan for Victoria; and
- Ensuring all schedules align with updated schedule templates.

Anomalies

An important component of a planning scheme review is to identify anomalies in the planning scheme, zones and overlays. For example, this may include mismatched land zonings of long term established land uses. Officers have undertaken an initial review and identified anomalies which may need to be rectified. Work to assess anomalies will form part of future strategic work included in the 2026 work plan.

Housing and Residential Development

- Plan Victoria has identified a housing target of 63 500 additional dwellings in Glen Eira by 2051. Council was initially advised in January 2026 that the Glen Eira Planning Scheme did not have sufficient capacity to meet its 2051 housing capacity shortfall of 1,655 dwellings.
- However, on 2 September 2026, The Department of Transport and Planning (DTP) wrote to Council advising that;

-
    - *"Following the finalisation of state-led planning for Train and Tram Zone Activity Centres (TTZAC), HCAP's capacity assessment has been updated to reflect recently implemented zone and built form controls for these areas in the City of Glen Eira. Based on the update, DTP has assessed that the Glen Eira Planning Scheme now has sufficient capacity to meet its housing target."*
    -
- The State Government's Housing Capacity Assessment Platform (HCAP) now shows that the Glen Eira Planning Scheme has a 2051 Housing Capacity **surplus of 1,722 dwellings**. Council is no longer required to address the previously advised shortfall through this planning scheme review.

Strategic Work Plan 2026

Based on the findings of the planning scheme review a four-year strategic work plan has been developed, this is included in Attachment 1 *Planning Scheme Review Report 2026*.

The 2026 work plan aims to:

- Align the planning scheme with Plan for Victoria and other significant planning reform whilst supporting community aspirations.

  This will involve reviewing local planning policies and schedules to ensure they are consistent with State Government policies and remain effective planning provisions, providing clarity whilst managing growth and protecting Glen Eira's valued places.

  One of the actions of the work plan recommends reviewing the heritage policy ensuring it is fit for purpose, reflecting the State Government's updated heritage guidelines and continuing to protect Glen Eira's valued heritage places.

  Likewise, local policy on Movement Networks is recommended to be reviewed to reflect Council's Integrated Transport Strategy 2018–2031 (2024 Refresh), Council's Parking Policy review, and opportunities to improve connectivity to activity centres and public spaces where significant change and population growth is envisaged.

- Ensure the form and content of the planning scheme is consistent with recent state government reform, terminology and state led planning initiatives such as the Activity Centre Program.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The proposed amendments do not impact the objectives of the Climate Emergency Response Strategy 2025-2029.

Goal 1: We will embed climate action across all Council activities and operations, leading by example to achieve zero direct Council emissions by 2031.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

This process has highlighted the need to undertake future strategic work which can be met by existing staff resources within the City Futures Department. There will be a requirement for legal review, consultant inputs and amendment costs which will require funding through the 2027/28 budget process.

POLICY AND LEGISLATIVE IMPLICATIONS

The Planning and Environment Act 1987 (PE ACT) requires councils to review their planning scheme every four years. The Minister for Planning has also directed that the Planning Scheme Review 2026 be completed and submitted to the Minister for approval, no later than 31 October 2026.

Endorsement of the Planning Scheme Review Report 2026 will ensure that Council complies with its obligations under the PE Act to ensure the Scheme operates effectively and efficiently.

COMMUNICATION AND ENGAGEMENT

The Advisory Note on Planning Scheme Reviews was made available to councils in March 2026. The Advisory Note outlined that the outcomes of each Planning Scheme Review are to be reported to the Minister for Planning by the end of October 2026.

Given the short time frame set by DTP, there was insufficient time to engage with the community.

However, once the Planning Scheme Review Report is endorsed by Council it will be published on Council's website.

Planning scheme amendments will follow in 2027 and 2028 and undergo the legislative exhibition process as required by the Planning and Environment Act 1987.

Extent and details of exhibition will be finalised once the amendment(s) have been prepared and authorised for exhibition by the Minister for Planning.

LINK TO COUNCIL PLAN

Strategic Direction 2: Diverse, welcoming and accessible places
We have diversified housing options while maintaining local neighbourhood character

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

A planning scheme review is required to be completed every four years to ensure the efficiency and effectiveness of the Scheme. This review was prepared in accordance with Planning Scheme Reviews, Advisory Note March 2026.

The review has highlighted the progress we have made, the significant changes to our scheme resulting from State Government led planning initiatives such as the Victorian Housing Statement, Activity Centres Program and significant planning reform, and sets out the Strategic Planning Work Plan for the next four years accordingly.

This review is about pausing, taking stock of the significant changes to our scheme and the planning system in Victoria. Review of local policies will explore how Council can support the expected housing and population growth expected in a real and tangible way.

The review is attached for Council adoption which will then be forwarded to the Minister for Planning for approval.

Glen Eira Planning Scheme Review Report

October 2026

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

BENTLEIGH, BENTLEIGH EAST, BRIGHTON EAST, CARNEGIE, CAULFIELD, ELSTERNWICK, GARDENVALE, GLEN HUNTLY, MCKINNON, MURRUMBEENA, ORMOND, ST KILDA EAST

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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.

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1. Introduction

The Glen Eira Planning Scheme (the Scheme) is required to be reviewed regularly under Section 12B of the *Planning and Environment Act 1987* (the Act).

The purpose of the review is to enhance the effectiveness and efficiency of the Scheme in achieving the objectives of planning in Victoria and the objectives of the planning framework established by the Act.

The review must evaluate the Scheme to ensure that it:

- Is consistent with the Ministerial Direction on the Form and Content of Planning Schemes.
- Effectively sets out the policy objectives for the use and development of land within Glen Eira.
- Makes effective use of State and local planning provisions to give effect to State and local planning policy objectives.

The review is an assessment of the performance of the Scheme at a particular point in time and is intended to support the ongoing improvement of the planning framework. Reviews are typically undertaken within a year of a Council adopting a new Council Plan.

The *Glen Eira Council Plan 2025-2029* was adopted on 28 October 2025. Accordingly, this review is being undertaken in accordance with Section 12B(1)(a) of the Act.

The previous Planning Scheme Review was completed and endorsed by Council in November 2023.

Upon completion, this Planning Scheme Review Report will be submitted to the Minister for Planning in fulfilment of Council's statutory obligations under the Act.

Any changes identified through the review as necessary to improve the Scheme will be progressed through a separate planning scheme amendment process, including any statutory requirements for exhibition, consultation and approval.

Minister for Planning Directs Glen Eira to complete the Review of Planning Scheme by 31 October 2026

In March 2026, the Minister for Planning wrote to Council directing that the Planning Scheme Review be completed and submitted for approval by 31 October 2026.

Council is disappointed that it has been required to undertake this review at a time when significant State Government-led planning reforms are still being implemented, and their implications are not fully understood. Recent initiatives, including the Activity Centre Program, the *Victoria's Housing Statement* and associated planning reforms, have introduced substantial changes to the Glen Eira Planning Scheme. There are also further reforms to come that may have additional implications for planning in Glen Eira.

Since the introduction of the State Government's Activity Centre provisions in July 2026, almost 50 per cent of Glen Eira's neighbourhoods have become subject to these State-imposed planning controls. Requiring a comprehensive review of the planning scheme while

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such significant reforms are still being introduced and assessed is not considered an orderly or effective planning process. Council is continuing to evaluate the impacts of these changes and what they will mean for the community over time.

Furthermore, the requirement to complete and submit the review within seven months has significantly limited Council's ability to undertake meaningful community engagement on an issue of such importance.

Council will continue to advocate for planning processes and Ministerial directions that are fair, reasonable and enable genuine community participation, while ensuring councils can properly assess and respond to the implications of major planning reforms.

Council was initially advised in January 2026 that the Glen Eira Planning Scheme did not have sufficient capacity to meet the 2051 housing target and that the Planning Scheme Review would need to address the housing capacity shortfall of 1,655 dwellings.

However, on 2 September 2026, Council was further advised that:

> *"Following the finalisation of state-led planning for Train and Tram Zone Activity Centres (TTZAC), HCAP's capacity assessment has been updated to reflect recently implemented zone and built form controls for these areas in the City of Glen Eira. Based on the update, DTP has assessed that the Glen Eira Planning Scheme now has sufficient capacity to meet its housing target."*

The Housing Capacity Assessment Platform (HCAP) now shows that the Glen Eira Planning Scheme has a 2051 Housing Capacity surplus of 1,722 dwellings. This is a substantial change, and Council is no longer required to address the previously advised shortfall. Planning Scheme Reviews Advisory Note, March 2026

In March 2026, the Department of Transport and Planning (DTP) released the *Planning Scheme Reviews Advisory Note* (March 2026) (refer to Appendix 2) and requested that all councils undertake their planning scheme reviews in accordance with the new guidance. The Advisory Note replaces *Planning Practice Note 32: Review of Planning Schemes*.

The Advisory Note outlines the matters that councils are expected to address as part of their 2026 Planning Scheme Review and requires the findings of the review to be reported to the Minister for Planning by 31 October 2026.

The review tasks outlined in the Advisory Note are grouped under the following themes:

- Local policy and planning tools
- Housing and residential development
- Settlement boundaries – not applicable to Glen Eira
- Green wedges – not applicable to Glen Eira
- Form and content
- Removing roadblocks to improvement
- Environmental risks

This review of the Glen Eira Planning Scheme addresses the matters and tasks identified in the Planning Scheme Reviews Advisory Note and provides recommendations for future strategic work and planning scheme amendments in response to the findings of the review.

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A summary of Council's assessment and response to the Advisory Note review tasks is provided below.

Table 1 Advisory Note requirements

Advisory note requirement	Glen Eira Planning Scheme Review
Local policy and planning tools	
1. Identify any inconsistencies between local policies and state and regional policies in the Planning Policy Framework (PPF) resulting from changes made by Amendment VC283 (*Plan for Victoria*) and other amendments to the PPF since the last planning scheme review.	Changes are proposed to local policies to align with recent reforms, *Plan for Victoria* and current Council policies and strategies. Future Planning Scheme Amendments will be developed to undertake these changes. Refer to Section 5 of this report.
2. Identify any conflicts between local policies and schedules, and changed state standard provisions, including: – clause 52.06 (Car parking) – amended – clause 52.27 (Licensed premises) – deleted – clause 52.37 (Canopy trees) – new – clause 54 (One dwelling on a lot or a small second dwelling on a lot) – amended – clause 55 (Two or more dwellings on a lot and residential buildings) – amended – clause 57 (Two or more dwellings on a lot and residential buildings of four storeys) – amended	Changes are proposed to local policies and schedules to reflect changes in state provisions. Future Planning Scheme Amendments will be developed to undertake these changes. Refer to Section 5 of this report.
Housing and residential development	
3. Where DTP has advised that the planning scheme does not currently have capacity to meet its housing target, review residential zones and overlays in consultation with DTP to identify appropriate strategic responses to ensure the planning scheme has sufficient capacity as assessed by DTP's Housing Capacity Assessment Platform.	Does not apply to Glen Eira
4. Where DTP has advised that the scheme is likely to have capacity to meet its housing target, review policy, zones and overlays to	Applies to Glen Eira Council will review policy, zones and overlays.

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ensure increased housing is enabled in appropriate locations, particularly where access to opportunities and services is highest.	Refer to Section 6 of this report.
5. Consider the distribution of housing capacity to meet the greenfield and established area housing targets for growth municipalities and major regional cities (Ballarat, Greater Bendigo and Greater Geelong).	Does not apply to Glen Eira.
6. Review the application of residential zones considering Planning Practice Note 90 *Planning for Housing* and Planning Practice Note 91 *Using the residential zones.*	Council will review the application of zones to ensure alignment with the updated PPN90 and PPN91. Refer to Sections 5 and 6 of this report.
7. Review any neighbourhood character policy in the context of the reforms to the residential development provisions.	Council will update policy as required to align with new residential code provisions. Refer to Section 5 of this report.
Settlement boundaries	
8. In rural and regional areas, identify settlement boundaries or identify issues to be resolved to establish a settlement boundary.	Does not apply to Glen Eira
Green wedges	
9. For councils required under Part 3AA of the Act to prepare, adopt and review green wedge management plans (that is, councils with green wedge land), consider the requirements of the *Ministerial Direction on the preparation and content of Green Wedge Management Plans* to ensure plans are in place for all green wedges and existing plans are reviewed and up to date in planning schemes.	Does not apply to Glen Eira
Form and content	
10. Resolve any inconsistencies in terminology with *Plan for Victoria* activity centres hierarchy and regional settlement hierarchy.	Council will update the strategic framework plan and policy content to reflect the *Plan for Victoria* designation of Activity Centres – Housing Choice and Station to centres in Glen Eira. Council will undertake additional strategic work to provide direction as to the function

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	of its activity centres outside of housing growth. Refer to Sections 5 and 6 of this report.
11. Ensure all schedules align with their relevant schedule template.	Council will review and update schedules where required. Refer to Sections 5 and 7 of this report.
12. Review special purpose zones to ensure land use terms are up to date.	All special purpose zones will be reviewed and updated where required. Council's initial review indicates all these specific purpose zones still serve an appropriate purpose. Refer to Section 7 of this report.
Removing roadblocks to improvement	
13. Assess whether new *Victoria Planning Provisions* tools would be more appropriate to implement planning objectives. For example, the Built Form Overlay in place of existing overlays or the Precinct Zone in place of the Activity Centre Zone or Special Use Zone.	Council will review the various BFO schedules for consistency and update these as required. Council's review does not indicate the need to introduce the Precinct Zone into the Glen Eira Planning Scheme at this stage. Refer to Section 7 of this report.
Environmental Risks	
14. Identify where mapping of environmental risks should be updated.	No EAOs need to be removed from the Glen Eira Planning Scheme. Flood modelling has been updated for the municipality and implementation of new flood controls to align with climate change modelling is a priority for Council in collaboration with Melb ourne Water. Refer to Section 8 of this report.

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2. Council's 2023 Planning Scheme Review

This section summarises the findings of the 2023 Planning Scheme Review and provides an update on the status of the strategic planning projects identified in its associated work program.

Since the completion of the 2023 Review, Council has undertaken and progressed a substantial body of strategic planning work. However, the delivery and implementation of several key projects have been delayed, or their future progression remains uncertain, due to the introduction of the State Government's Activity Centre Program, *Victoria's Housing Statement* and associated planning reforms.

2023 Planning Scheme Review Key Findings

Council's 2023 Planning Scheme Review identified a significant program of strategic planning work that had either been completed or was underway. This included the preparation of Structure Plans for five major activity centres, Built Form Frameworks for three neighbourhood centres, adoption of the Housing Strategy, commencement of the Planning Scheme Rewrite project, and a number of heritage studies and reviews.

The Review concluded that this ongoing program of strategic work had positioned Council well to manage future growth and development across the municipality.

The 2023 Review also included a commitment to undertake a further review of the Glen Eira Planning Scheme in 2026, including engagement with the community and key stakeholders. At that time, it was anticipated that planning scheme amendments implementing Council's structure plans and Housing Strategy would have been completed, providing an appropriate basis to evaluate the effectiveness of those controls and identify any further improvements required.

However, significant planning reforms introduced by the Victorian Government since the completion of the 2023 Review, including the Activity Centre Program and housing reform initiatives, have substantially altered the strategic planning context. As a result, the circumstances anticipated in the 2023 Review have not eventuated, and a number of Council-led planning projects have been delayed, superseded or are awaiting further direction from the State Government.

2023 Work Plan Update

An update on the status of projects identified in the 2023 Planning Scheme Review Work Plan is provided in Table 2 2023 Work Plan Update.

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Table 2 2023 Work Plan Update

Completed Projects are highlighted in **Green**

2023 Work Plan Update			
2023 Project	**Description of project**	**2023 Timeframe**	**2026 Update (completed actions highlighted green)**
Strategic Planning and Placemaking			
Bentleigh Major Activity Centre Planning Scheme Amendment	Planning controls to be implemented after Council adoption of the Structure Plan. Draft the controls, request Department of Transport and Planning (DTP) authorisation, exhibit, confer with Planning Panels Victoria and submit for gazettal.	2023/2024 (1-2 years)	**Pending further advice from Minister for Planning** Amendment GC285 implemented new controls for Bentleigh on 22 July 2026 as part of Stage 2 of the State led Activity Centre Program. Gazetted controls allow for similar heights to those adopted under the Bentleigh Structure Plan. Elements of the Bentleigh Structure Plan and Amendment C262glen not included in Amendment GC285 will be identified.
Carnegie Major Activity Centre Planning Scheme Amendment	Planning controls to be implemented following Council's adoption of the Structure Plan in August 2022. Exhibition of controls complete. Next steps are to confer with	2023/2024 (1-2 years)	**Complete** Amendment C237 (Carnegie Structure Plan implementation) was supported by an independent Planning Panel and submitted to the Minister for Planning for final approval in June 2024.

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	Planning Panels Victoria and submit for gazettal.		In October 2024, Carnegie was included in Stage 1 of the State led Activity Centre Program. In March 2026 DTP approved Amendment C278glen which implemented the key strategic directions of the Carnegie Structure Plan 2022 as proposed by the Council led Amendment C237glen but replaced the DDO9 with Built Form Overlay Schedule 4 (BFO4). C278glen was initiated by DTP to give effect to the Carnegie to Oakleigh Activity Centres Plan prepared as part of the State Government led Train and Tram Zone Activity Centre Program. April 2026, DTP refused C237glen on the basis that C278glen was approved in March.
Elsternwick Major Activity Centre Planning Scheme Amendment	Planning controls to be implemented after Council adoption of the Structure Plan. Draft the controls, request DTP authorisation, exhibit, confer with Planning Panels Victoria and submit for gazettal	2023/2024 (1-2 years)	**Pending further advice from Minister for Planning** Amendment C256 was authorised and completed exhibition in April 2025. Elsternwick was then included in Stage 2 of the State led Activity Centre's Program and did not proceed to an independent panel. Amendment GC285 implemented new controls for Elsternwick adopting the building heights and interfaces within the core as adopted under the Elsternwick Structure Plan. The new BFO controls were gazetted into the planning scheme on 22 July 2026. Minor aspects of proposed Amendment C256glen not implemented through Amendment GC285 will be identified.

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Bentleigh East Neighbourhood Activity Centre Planning Scheme Amendment	Implement planning controls for endorsed Bentleigh East Neighbourhood Activity Centre Built Form Framework. Exhibit, confer with Planning Panels Victoria and submit for gazettal	2023/2024 (1-2 years)	**Complete** Amendment C247glen was approved by the Minister and incorporated into the scheme in July 2024. The Amendment introduced Design and Development Overlay Schedule 13 (DDO13) into the planning scheme to control the heights and setbacks of new development.
Glen Huntly Major Activity Centre Planning Scheme Amendment	Planning controls to be implemented following Council's adoption of the Structure Plan in September 2021. Draft the controls, request DTP authorisation, exhibit, confer with Planning Panels Victoria and submit for gazettal.	2023/2024 (1-2 years)	**Pending further advice from Minister for Planning** Amendment C221 was submitted to DTP requesting for authorisation to exhibit in November 2023. The centre was then included in Stage 2 of the State led Activity Centres program in February 2025. Amendment GC285 implemented new controls for Glen Huntly Activity Centre on 22 July 2026. This included similar heights to those within the Glen Huntly Structure Plan. Elements of the Glen Huntly Structure Plan and Amendment C221glen including proposed heritage controls, were not included in Amendment GC285 and will be identified.
Neighbourhood Activity Centre Built Form Framework Development	Prepare new controls for additional Neighbourhood Activity Centres using a similar approach as Bentleigh East, Caulfield South and Caulfield Park.	2023-2026 (3 years and onwards)	**Paused – pending further review of activity centre hierarchy** Amendment C231 Caulfield South Neighbourhood Activity Centre controls approved October 2023. Amendment C243 Caulfield Park Neighbourhood Activity Centre controls approved October 2023.

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	Possible Neighbourhood Activity Centres for consideration to include Murrumbeena, Ormond, and McKinnon.		Place based investigations for Murrumbeena commenced. The State's Activity Centre Program and *Plan for Victoria* (2025) identified many of Glen Eira's train station based activity centres for further growth. Ormond, Murrumbeena and McKinnon (as a catchment area) are all within this program. New controls have been gazetted. Amendment GC270 implemented new controls for Murrumbeena and Hughesdale as part of the State's Carnegie to Oakleigh Activity Centre Plan. Amendment GC285 implemented new controls for Ormond and McKinnon on 22 July 2026 in line with the State's Caulfield to Bentleigh Activity Centre Plan 2026. Work program will review implications of new controls on McKinnon, Ormond, Murrumbeena and Hughesdale activity centres.
Planning Scheme amendment to Implement Housing Strategy (Zonings, local policy, Zone Schedule variations	Implement proposed changes to zones adopted by Council as part of the Glen Eira Housing Strategy 2022. Controls and schedules drafted in 2023, with implementation in 2024.	2023/2024 (1-2 years)	**Pending further advice from Minister for Planning** C255glen (Housing Strategy) was prepared including proposed changes to schedules, planning policy and zoning. In March 2024 Council requested that the Minister authorise Amendment C255 for public exhibition. A decision from the Minister is still pending. The *Victoria's Housing Statement*, *Plan for Victoria*, residential code reforms and Activity Centres Program have all impacted Amendment C255.

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			The 2051 housing target set for Glen Eira (63 500 dwellings) exceeds the capacity planned for in the Housing Strategy and many of the actions proposed under C255 are no longer fit for purpose.
Integrated Transport Strategy Refresh	Refresh Integrated Transport Strategy as part of a 5-year review of the initial strategy adopted in 2018. Community consultation and changes to the Strategy in 2024/2025.	2024-2025 (1-2 years)	**Complete** Developed Glen Eira Integrated Transport Strategy 2018-2031 (2024 Refresh). Adopted by Council in June 2024. Each year, Council sets a budget and develops an action plan for implementation.
City Economy Plan	Prepare and implement a new City Economy Plan for business inclusive land uses.	2023/2025 (2-3 years)	**Paused** Progressed development of an Activity Centre and Economic Land Strategy focussing on hierarchy and land supply to meet Glen Eira's needs. Review relevance of plan following significant reforms impacting our activity centres. Assessment of the plan's scope and need to be reconsidered.
Sustainability and Environment			
Special Building Overlay (SBO) and SBO Planning Scheme Amendment	Continue to engage with Melbourne Water about implementing revised SBO, which accounts for new climate change	2023-2025 (2 years)	**Underway** Melbourne Water and Council finalised draft modelling in mid-2025. Modelling was revised to include hazard rating.

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	modelling. Engage with the community and seek adoption by Council by late 2024. Implement changes to SBO within the Scheme. Request DTP authorisation, exhibit, confer with Planning Panels Victoria and submit for gazettal.		Melbourne Water consulted on the draft flood extent in late 2025. Finalisation pending. Final flood mapping is expected to be released in late 2026. State government is anticipated to introduce new flood management controls in late 2026. Implementation of new flood management controls to reflect the updated flood mapping for Glen Eira is anticipated in 2026/2027. An amendment to introduce flood planning controls will be undertaken by Melbourne Water/State Government once the new State flood planning provisions are in place. This will then enable Glen Eira's flood modelling to be translated into zones and overlays and included in the planning scheme (expected first half of 2027).
Working Groups			
Inner South-east Metro Regional Group	Continue participation in group and provide input into the regional Land Use Framework Plan. Opportunity to collaborate at a regional level.	Ongoing	**No longer active**

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Elster Creek Catchment Group	Continue participation in group and provide input into achieving catchment improvements.	Ongoing	**Ongoing**
Council Alliance for Sustainable Built Environments (CASBE)	Continue participation in group and provide input into achieving improved built form outcomes for the environment.	Ongoing	**Ongoing**
Other			
Open Space Planning Scheme Amendment	Prepare an amendment to rezone new green spaces acquired through Council's Open Space Strategy to Public Park and Recreation Zone (PPRZ). Parks include Ames Avenue Reserve, Mackie Road Reserve, Porter Road Reserve, and Aileen Avenue Reserve.	2025-2026 (1-2 years)	**On hold** Some of these parks have been rezoned to the HCTZ as part of the State's Activity Centre Program. To be further actioned in 2026 workplan.
Planning Scheme Correction Amendment	Prepare an amendment based on errors within the scheme highlighted by urban and strategic planning departments.	2024 (1 year)	**Underway** Some of these anomalies have been included in the relevant proposed structure plan amendments.

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			Anomalies identified but not implemented will be addressed through a separate planning scheme amendment.
Social and Affordable Housing Strategy Refresh	Work with Community and Economic Development Department to update the Social and Affordable Housing Strategy.	2023 (1 year)	**Advocacy** Continue to support and provide planning advice where required.
Developer Contributions Provision	Provide for developer contribution requirements (or similar) within the Planning Scheme.	2024-2025 (1-2 years)	**Stopped** No longer required due to State's proposed introduction of Infrastructure Contributions Plans (ICP) and controls. Officers prepared submissions to the proposed ICP framework in February 2026 and draft ICPs for the Activity Centre Program in February and March 2026. ICP legislation and controls to be in place in late 2026 and will apply to the Activity Centre Program areas only, commencing in January 2027 for the Pilot Centres (Moorabbin and Chadstone) and July 2027 for Stage 1 and Stage 2 Centres. Review requirements and arrangements where applicable to Glen Eira. Monitor the effectiveness of the new ICP provisions.

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Heritage			
Glen Huntly and Caulfield East Heritage Review Planning Scheme Amendment	Glen Huntly and Caulfield East reviews have concluded. Amendment C252 will implement the review with new properties following gazettal.	2023-2024 (1 year)	**Underway** Council requested the Minister for Planning to authorise the amendment (C252glen) in May 2023. Delayed by *Victoria's Housing Statement* and inclusion of Glen Huntly in the state led Activity Centre Program. Minister requested further information to support the authorisation request in August 2026. Officers now responding to request.
Caulfield South and Gardenvale Heritage Review Planning Scheme Amendment	Caulfield South and Gardenvale Heritage Review to conclude in 2024, followed by an amendment. Request DTP authorisation, exhibit, confer with Planning Panels Victoria and submit for gazettal.	2023/2024 (1-2 years)	**With Minister for Planning** C260 Panel report received and amendment adopted by Council 21 July 2026. The amendment was sent to the Minister for Planning for approval at the end of August 2026.
Caulfield North Heritage Review Planning Scheme Amendment	Caulfield North Heritage Review adopted by Council August 2023. Seek DTP authorisation. Exhibit, confer with Planning Panels Victoria and submit for gazettal.	2023 (1 year)	**With Minister for Planning** C246 Panel report received and amendment adopted by Council 21 July 2026. The amendment was sent to the Minister for Planning for approval at the end of August 2026.

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McKinnon Heritage Review Planning Scheme Amendment	McKinnon Heritage Review adopted by Council July 2023. Seek DTP authorisation. Exhibit, confer with Planning Panels Victoria and submit for gazettal.	2023 (1 year)	**Approved** C240 Panel Report received supporting amendment. Council adopted the amendment and it was sent to the Minister for Planning for approval in May 2026. Amendment C240 approved and gazetted into planning scheme on 20 August 2026.
Heritage Review Program	Continue rolling suburb heritage reviews. Many areas already completed. Review for Caulfield South and Gardenvale to commence. Future reviews include Murrumbeena, Ormond, and Bentleigh East.	2023-2026 (3 years and onwards)	**Underway** *C257 – Elsternwick Structure Plan Heritage Review:* Requested authorisation from the Minister for Planning in April 2024. Authorisation still pending, impacted by Activity Centres Program and *Victoria's Housing Statement*. *C260 – Caulfield South and Gardenvale Heritage Review:* Exhibited and received a favourable panel report. C260 was adopted by Council in July 2026. Sent to Minister for final approval in September 2026. *C246 – Caulfield North Heritage Review:* Exhibited and received favourable panel report. C246 was adopted by Council in July 2026. Sent to Minister for final approval in September 2026. *Murrumbeena heritage review:* Progressed. Adopted by Council May 2026. Sent to Minister for Planning for authorisation to exhibit in June 2026. *Caulfield suburb heritage review:*

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			To be progressed in 2026/2027. Statement of Significance and Citations update work continues.

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Further strategic work undertaken since 2023 Planning Scheme Review

Council has also undertaken significant additional work outside the work plan since the 2023 Planning Scheme Review. This includes collaborating with State Government on key planning reforms and initiatives including the Activity Centres Program as well as further progressing Council's strategic planning initiatives.

The following table provides an overview of this additional work.

Table 3 Additional work since 2023

Project / Amendment	Description of project	Update (completed items highlighted green)
General Amendments		
C245 Caulfield Major Activity Centre Structure Plan Amendment	Preparation of planning controls for Planning scheme amendment. Lodgement of Amendment with Minister for Planning for authorisation.	**Pending further advice from Minister for Planning** Council endorsed the amendment in May 2024. Amendment C245glen was sent to the Minister for Planning in June 2024, requesting Authorisation to exhibit. Awaiting response. Caulfield was announced as part of Stage 2 of the Activity Centres Program in early 2025. Amendment GC285 implemented new controls for Caulfield on 22 July 2026 in line with the State's Caulfield to Bentleigh Activity Centre Plan 2026. This included similar heights to those within the Caulfield Structure Plan. Elements of the Caulfield Structure Plan and Amendment C245glen including proposed heritage controls, not included in Amendment GC285 will be identified.

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C257 Elsternwick Heritage	The amendment updates the Statements of Significance and alters the boundaries of two existing heritage precincts, updates the Statement of Significance for one existing heritage place, introduces two new heritage overlays to significant precincts within Elsternwick and rezones parts of the Elsternwick Major Activity Centre.	**Pending further advice from Minister for Planning** Submitted to the Minister for Planning requesting authorisation in April 2024. Awaiting decision. Elsternwick is part of Stage 2 of the State's Activity Centre Program. Heritage controls were not gazetted with the new planning controls for Elsternwick Activity Centre when they were approved in July 2026.
C269 Monash University Signage	Amends PUZ Schedule to replace Category 4 sign controls with part Category 1 sign controls and part Category 2 sign controls, to reflect the role and needs of Monash University.	**Complete** Gazetted 13 March 2026
C244 Elevating ESD targets		**Pending further advice from Minister for Planning** Request for authorisation lodged in 2023. With this amendment supported by numerous metro councils, the Minister should confirm its status given the three years that have lapsed.

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Patterson Neighbourhood Activity Centre		**Deferred due to Activity Centre Program** Area around the Neighbourhood Activity Centre (NAC) is impacted by the Activity Centre Program. Review possible changes in the NAC as part of wider review of all activity centres in Glen Eira.
Housing Statistics		**Ongoing**
Heritage Amendments		
C251 Balaclava Road Group	Heritage Planning scheme amendment.	**Complete** Gazetted June 2025.
C258 387 Alma Rd, Caulfield North	Interim heritage controls for 387 Alma Rd, Caulfield North.	**Complete** Heritage amendment gazetted September 2024.
Submissions to Planning Reforms		
Activity Centre Program Pilot Centres for Moorabbin and Chadstone.	Throughout 2024, officers were involved with the pilot activity centres of Moorabbin and Chadstone.	**Complete** Council officers provided feedback and a written submission to the State Government in September 2024. Controls were gazetted as Amendment VC257 in early 2025.

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Activity Centre Program Stage 1	May 2025 consultation commences for Stage 1 centres: including Carnegie, Murrumbeena and Hughesdale.	**Complete** Council officers provided feedback and a formal submission to DTP on planning controls and maps in late 2025. Officers worked closely with DTP in early 2026 on translating the proposed Carnegie DDO control into a BFO control. Controls were gazetted in March 2026.
Activity Centre Program Stage 2	DTP commenced Stage 2 in October 2025: • Elsternwick • Caulfield • Glen Huntly • Ormond • Bentleigh	**Complete** Council officers provided feedback and a formal submission to DTP on planning controls and maps in March 2026; Council endorsed the submission at the 7 April 2026 Council Meeting. Controls were gazetted in July 2026.
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.	**Complete** Council officers made a written submission to the inquiry April 2025.
Amendment VC267	March 2025 – Amendment VC267 introduces new 'deemed to comply' provisions into the assessment of two or	**Complete** Council officers made a submission during the consultation period. On 31 March 2025, VC267 came into effect.

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	more dwellings on a lot and residential buildings up to 3 storeys in a residential zone. (Clause 55).	
Submission regarding Victorian Housing targets	Council report endorsed September 2024.	**Complete** Submission lodged September 2024
Submission to *Plan for Victoria*	Submission noted and supported by Council.	**Complete** Council considered submission June 2024.
Submission regarding proposed amendments to *Planning and Environment Regulations 2026*	Officer feedback provided in relation to changes to planning scheme amendment process, impact categories for amendments and exhibition requirements	**Complete** Officer submission lodged August 2026

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3. Glen Eira Council Plan 2025-2029

Since the 2023 Glen Eira Planning Scheme Review, Council has prepared the *Glen Eira Council Plan 2025–2029*. The plan reflects the needs and aspirations of everyone who lives, works and spends time in Glen Eira. Its strategic directions and objectives guide Council's other plans and the delivery of valued services and community infrastructure through to 2029.

The *Council Plan* responds directly to the Glen Eira 2040 Community Vision developed by the community:

- **Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable community.**

The *Council Plan* establishes four strategic directions to guide Council's work from 2025 to 2029. Each direction includes objectives designed to achieve positive community outcomes over the four-year period:

- Community safety, cohesion, health and wellbeing
- Diverse, welcoming and accessible places
- Environmental stewardship
- Innovative and financially sustainable

The Glen Eira Planning Scheme review and update must consider the new *Council Plan*, particularly by aligning planning policy with its strategic directions.

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4. Planning reform and Amendments

Since the 2023 Glen Eira Planning Scheme Review, the State Government has made and continues to make, significant reforms to how planning works in Victoria.

These reforms provide important context for the 2026 Glen Eira Planning Scheme Review and have influenced many of the planning scheme amendments undertaken by both Council and the State Government in recent years.

Victorian Housing Statement September 2023

The Victorian Government released *Victoria's Housing Statement: The Decade Ahead 2024-2034* in September 2023. It recognises the need to increase housing supply to accommodate Victoria's growing population.

The *Victoria's Housing Statement* and associated actions including planning reforms, are designed to build an extra 250,000 homes over a ten-year period, to make sure Victorians can afford to live where they want, close to where they work, in thriving and sustainable communities.

Other initiatives from the *Victoria's Housing Statement* include reforms to create a modern, fit for purpose planning system and the development of a planning strategy to manage growth.

Plan for Victoria

Plan for Victoria was released in February 2025. It sets the state-wide vision for how Victoria will grow over time to be inclusive, liveable, sustainable, prosperous, and enriching. Its vision for Victoria has since been included in the Planning Scheme. It is the Victoria State Government's 30-year strategic land use plan.

Plan for Victoria is designed to replace *Plan Melbourne 2017-2050*.

Key aspects of *Plan for Victoria* relevant to Glen Eira include:

- Housing targets for each municipality in Victoria. Glen Eira is part of Middle Melbourne and has a target of **63,500 additional dwellings**.
- Creates a new designation for activity centres of **Activity Centres – Housing Choice and Station** and applies this to centres throughout Metropolitan Melbourne including all train stations in Glen Eira, shown in Figure 1 below.
- Provides direction on other designated activity centres not shown on the maps as continuing.
    - This includes activity centres like Caulfield South, Bentleigh East and Alma Village.

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- Outlines **the Activity Centres Program** – where the state government takes on planning for certain centres to facilitate additional housing opportunities.
- Caulfield continues to be identified as an Education Precinct.

Plan for Victoria provides the following hierarchy for the future growth of Metropolitan Melbourne, as summarised in Table 4:

Table 4 Plan for Victoria hierarchy for the future growth of Metropolitan Melbourne

Hierarchy	Definition	Application to Glen Eira
Melbourne central city	*The state's central location for commercial, retail and entertainment, with major residential, sporting and cultural infrastructure and activities. It will expand into adjacent urban renewal areas.*	Not applicable to Glen Eira
Metropolitan activity centre	*A higher-order centre providing a diverse range of jobs, activities and housing for catchments well-served by public transport.* This includes Dandenong and Frankston.	Not applicable to Glen Eira
Suburban Rail Loop (SRL) precinct	*New metropolitan centres along the planned 90-kilometre orbital rail line across Melbourne's middle suburbs*	Not applicable to Glen Eira
Priority Precinct	*15 priority precincts including the first six SRL precincts.* This includes Cheltenham – Southland, Clayton and Monash (all SRL East precincts)	Not applicable to Glen Eira
Activity Centre – Housing Choice and Station	*An activity centre with sufficient public transport, facilities and services to be the location for large numbers of new homes.*	Applies to 13 stations in Glen Eira: • Carnegie • Murrumbeena • Hughesdale • Chadstone (catchment area only in Glen Eira) • Caulfield

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		• Glen Huntly • Ormond • McKinnon • Bentleigh • Patterson • Moorabbin • Elsternwick • Gardenvale
Other designated activity centres	*Other designated activity centres will continue, as they do currently, to support thriving, productive and sustainable communities, environments and industries. If an activity centre is not currently or in the future designated as an Activity Centre – Housing Choice and Stations, it's not considered to be sufficiently well-connected or well-serviced to support large numbers of new homes.*	Applies to Glen Eira This includes Glen Eira's local and neighbourhood activity centres, such as Caulfield South, Bentleigh East and Alma Village.

Figure 1 illustrates the activity centres within Glen Eira that are designated as Activity Centres – Housing Choice and Station under *Plan for Victoria*.

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Figure 1 Activity Centres - Housing Choice and Station in Glen Eira

Activity Centres Program

The Train and Tram Zones Activity Centres Program (AC Program) applies to 60 activity centres across metropolitan Melbourne. Through the program, the State Government has led the introduction of new planning controls to facilitate more housing close to jobs and transport.

The program is intended to maximise the use of existing infrastructure and leverage recent investment in Melbourne's transport network.

Glen Eira has been significantly affected by the AC Program with approximately 42 per cent of the municipality included within activity centre core and catchment areas. Glen Eira was involved in the Pilot, as well as Stage 1 and Stage 2 of the program across 10 of our activity centres:

- Moorabbin (Pilot centre – with Bayside CC and Kingston CC)
- Chadstone (Pilot centre – with Stonnington CC and Monash CC)
- Carnegie, Murrumbeena and Hughesdale (Stage 1 cluster extending to Oakleigh with Monash CC)
- Caulfield, Glen Huntly, Ormond and Bentleigh (Stage 2 cluster, also impacting McKinnon)
- Elsternwick (Stage 2 centre)

Activity Centre Plans have been developed for each centre to guide built form and infrastructure delivery. These plans have been implemented through application of the Built Form Overlay (BFO) across the core of each activity centre.

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Land within the surrounding inner and outer catchment areas around the core has generally been rezoned to the new Housing Choice and Transport Zone (HCTZ) to encourage housing growth around the core of each activity centre.

These changes have resulted in substantial changes to planning controls across significant parts of the municipality.

Council has strongly advocated for the incorporation of its adopted strategic planning work into the Activity Centre Program. As a result, elements of Council's adopted Structure Plans have been reflected, to varying degrees, within the planning frameworks for Carnegie, Caulfield, Glen Huntly, Bentleigh and Elsternwick.

Both the Elsternwick Structure Plan and Carnegie Structure Plan have been included in the Glen Eira Planning Scheme as Background documents at Clause 72.08.

The AC Program has introduced substantial changes to the Glen Eira Planning Scheme since the completion of the 2023 Planning Scheme Review. The scale and extent of these changes have significantly influenced the strategic planning context for this review and will continue to inform Council's future strategic planning and planning scheme amendment program.

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Planning Reform

Reform bills

The State Government has also undertaken two major reform bills which alter/will alter how planning works in Victoria:

- *Consumer and Planning Legislation Amendment (Housing Statement Reform) Act 2025*
    - Implements the *Victoria's Housing Statement* reforms making changes to the *Planning and Environment Act 1987* and *Victorian Civil and Administrative Tribunal Act 1998*.
    - Changes to planning scheme amendment processes to facilitate proponent led amendments and a new low-impact amendment pathway.
    - Changes to planning permit processes.
    - Changes to Planning Panel and hearing processes.
- *Planning Amendment (Better Decisions Made Faster) Act 2026*
    - Statutory planning framework changes to unlock housing and economic opportunities.
    - Introduces new planning permit and planning scheme amendment pathways that are proportionate to the complexity, risk and potential impacts of proposals.
    - Increases enforcement powers.
    - Limits third-party appeal rights to those who receive direct notification of a planning permit application.
    - Improves flexibility in how infrastructure contributions plans can be prepared and administered.

    Some reforms have commenced in June and August 2026. It will be fully operational by 29 October 2027.

In addition to these legislative reforms, the Department of Transport and Planning is reviewing the *Planning and Environment Act Regulations 2015*, preparing new Ministerial guidance, updating the Victoria Planning Provisions, and revising a range of planning practice notes and guidance materials.

Practice Notes, Advisory Notes and Guidelines

Recent planning reforms and planning scheme amendments have also led to changes to Planning Practice Notes (PPN) and the introduction of new and updated advisory notes, Ministerial Directions and Guidelines.

These includes the following changes of note:

- Victorian Local Heritage Guidelines (May 2026) and the revocation of PPN01 on Applying the Heritage Overlay.

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- Advisory Note on Planning Scheme Reviews (March 2026) and the revocation of PPN32 on Planning Scheme Reviews.
- Revised PPN90 and PPN91, amended to accord with *Victoria's Housing Statement* and *Plan for Victoria*.
- Infrastructure Contribution Plan (ICP) controls application expanded and new Ministerial Direction released.

Planning Scheme Amendments

Numerous amendments have been made to the Planning Schemes in Victoria since the 2023 Planning Scheme Review.

Details of Council-led amendments (C Amendments), State Government Group Council amendments (GC) and Statewide Victorian Planning Provisions (VC) Amendments affecting the Glen Eira Planning Scheme are provided in Appendix 1.

Key Planning Scheme Amendments

Several significant planning scheme amendments have implemented the strategic directions of *Plan for Victoria* and of *Victoria's Housing Statement*. Of particular significance, Amendment VC257 which introduced new planning controls for activity centres, including the Built Form Overlay (BFO) and the Housing Choice and Transport Zone (HCTZ1 and HCTZ2).

Other key amendments have further facilitated housing development by introducing new residential development codes and processes to make it easier and faster to gain approvals. This included the introduction of deemed to comply measures and the removal of Council's ability to consider local policy and zone purposes in multi dwelling proposals.

- Amendment VC282: Clause 54 One dwelling on a lot or a small second dwelling on a lot code.
- Amendment VC267: Clause 55 Townhouse and Low-Rise Code
- Amendment VC300: Clause 57 Mid-Rise code for four to six storey residential development.

Additional statewide amendments have:

- Updated car parking requirements to better align parking provision with demand (Amendment VC277).
- Facilitated the development of small second dwellings (Amendment VC253).
- Introduced new provisions relating to canopy trees and urban greening (Amendment VC289).

Other amendments have introduced new planning controls for Glen Eira's activity centres as part of the State's Activity Centre Program and also introduced new planning controls to protect heritage and to guide development in some of our smaller centres.

Further reforms are anticipated, including changes relating to infrastructure contributions and flood management controls.

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Council – C Amendments

Twenty Council-led planning scheme amendments were gazetted between the completion of the 2023 Planning Scheme Review and 31 July 2026.

Details of these amendments are provided in the Council Amendments table in Appendix 1.

Council has also submitted several planning scheme amendments to the Minister for Planning that are yet to be finalised. Four amendments have completed exhibition, while seven remain at the authorisation stage.

Many of these amendments seek to implement adopted Structure Plans, the Housing Strategy and heritage controls within major activity centres. Progression of these amendments has been affected by the State Government's Activity Centre Program and associated planning reforms. Further direction from the Minister for Planning on these amendments is required.

State – GC Amendments

Six Group Council (GC) Amendments affecting the Glen Eira Planning Scheme were gazetted between October 2023 and 31 July 2026.

While some amendments have had only a limited impact on the municipality, others have resulted in substantial changes to planning controls, particularly those associated with the Activity Centres Program, which now applies to approximately half of Glen Eira.

Further details are provided in the GC Amendments Table in Appendix 1.

Additional GC Amendments anticipated soon include:

- Flood Protections – implementation of new flood mapping for Glen Eira using new flood controls.
- Infrastructure Contributions Plan controls and provisions for Activity Centre Program locations.

State – VC (All Victorian Councils) Amendments

Fifty-seven VC Amendments affecting all Victorian planning schemes were gazetted between the completion of the 2023 Planning Scheme Review and 31 July 2026.

Many of these amendments implement reforms arising from *Victoria's Housing Statement* and *Plan for Victoria*, while others are administrative or have limited implications for planning outcomes within Glen Eira.

A summary of all VC Amendments affecting the Glen Eira Planning Scheme, together with an assessment of their impact on the municipality, is provided in Appendix 1.

Collectively, these amendments represent one of the most significant periods of change to the Victorian planning system in recent decades. The volume and scale of amendments introduced since 2023 have substantially altered the policy and statutory context of the Glen Eira Planning Scheme and provide important context for the findings and recommendations of this review.

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5. Local policy, planning tools, form and content

This section responds to items 1, 2, 10, 11 and 12 of DTP's Advisory Note.

It reviews local planning policies and identifies clauses that need to be updated to address:

- *Inconsistencies between local policies and state and regional policies in the Planning Policy framework resulting from changes made by Plan for Victoria and other amendments to the PPF since the last planning scheme review.*
- *Any conflicts between local policies and schedules and changed state standard provisions.*

This section also addresses form and content:

- *Resolves any inconsistencies in terminology with Plan for Victoria activity centres hierarchy and regional settlement hierarchy.*
- *Refers to Activity Centre Hierarchy and maps and the need for them to be reviewed as part of a planning scheme amendment, due to changes resulting from the Activity Centre Program.*

Actions for the Strategic Work Plan arising from this part of the review are provided.

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Local Planning Policy

A review of Glen Eira's local planning policy framework has been undertaken as part of this Planning Scheme Review.

This section responds to Items 1 and 2 of the Department of Transport and Planning's *Planning Scheme Reviews Advisory Note*, which relate to local policy and planning tools. It assesses the extent to which local planning policies remain aligned with State and regional planning policy, recent planning reforms and changes to the Victoria Planning Provisions.

The table below identifies recommended policy updates and areas requiring further investigation to ensure the local planning framework remains current, strategically justified and effective in supporting Council's adopted objectives, strategies and future planning outcomes.

Table 5 Local Planning Policy Review and Recommendations

Planning scheme Clause	Recommendation
Clause 02 Municipal Planning Strategy	
Clause 02.01 Context	
Clause 02.01-1 Our City	Update the policy where required to reflect any new features or changes within the municipality such as changes to the locality map to show new open space areas and reflect new terminology for economic and health facilities. Review and update the locality map as necessary to ensure it remains current and accurate.
Clause 02.01-2- Our Community	Update key demographic characteristics as required to ensure they reflect the most current population, social, economic and housing data for the municipality.
Clause 02.01-3 -Growth	Update this clause to replace reference to *Plan Melbourne 2017-2050* with the new *Plan for Victoria* and include updated population forecasts.

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Clause 02.02 Vision	
Clause 02.02 Vision	Review and update this clause and the 'Vision' section to ensure alignment with Council's new Glen Eira Council Plan 2025-2029, including its vision, strategic directions and key priorities.
Clause 02.03 Strategic Directions	
Clause 02.03-1 Settlement and activity centres	Review and update this clause to ensure alignment with *Plan for Victoria*, the Activity Centre Program and recent planning reforms. The clause should: • Reflect the designation of Activity Centres - Housing Choice and Station Centres and identify the role of other centres within the municipality. • Identify housing growth opportunities and Council's housing capacity and targets. • Update the activity centre hierarchy/network, Activity Centre roles and objectives to reflect State policy.
Clause 02.03-2 Environment and amenity	Review references to Council's vision to ensure alignment with the current Council Plan. Review and update this clause as required to ensure consistency with relevant local strategies and applicable State policy. References to flooding should be reviewed and updated to ensure they reflect changes proposed by Melbourne Water and the Department of Transport and Planning.
Clause 02.03-3-Built Environment and heritage	Review and update clause to reflect: • recent planning reforms, including the introduction of deemed to comply assessments; and • reduced emphasis of State government policy on neighbourhood character. Update references to areas identified for minimal change, incremental change or substantial change, to ensure consistency with the updated PPN90 and PPN91. Review policy that refers to achieving an appropriate balance between built environment and heritage to ensure it reflects planning reforms and Council's strategic objectives regarding housing and heritage.

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	Review references to heritage within this clause to ensure consistency with new State planning provisions.
Clause 02.03-4 Housing	Review references to locally adopted plans to ensure they remain relevant and consistent with the current planning framework following recent planning reforms. Amend or remove references where they are no longer supported by State policy or have been superseded by updated strategic planning directions. Review reference to 'substantial',' incremental' and 'minimal housing change' and ensure terminology throughout these clauses are updated to reflect *Plan for Victoria* and activity centre policies. Consider how we encourage housing that responds to demographic needs and provides diverse housing options throughout the municipality. Update statistics and include State government housing capacity targets.
Clause 02.03-5 Economic Development	Update this clause and the 'Opportunities' section to reflect the latest ABS Census data, together with current State Government strategies, recent planning reforms, *Plan for Victoria* terminology, and relevant Council strategies.
Clause 02.03-6 Transport	Review and update this clause to align with the Movement and Place Framework and the Integrated Transport Strategy 2018-2031 (2024 Refresh). Ensure the clause reflects current State Government policy and reforms relating to active transport, public transport accessibility, car parking provision, Metro Tunnel network access, and sustainable transport outcomes. Delete reference to level crossing removals as they have been completed.
Clause 02.03-7 Public open space, community facilities and infrastructure	Review references to open space provision to ensure they reflect activity centre planning initiatives and Infrastructure Contributions Plans opportunities. Emphasis should be placed on planning for open space networks, quality, accessibility and funding mechanisms to support population growth and intensification in designated activity centres.

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	Review wording referring to drainage assets and flooding in line with the State Governments proposed flooding provisions. Update this clause to reference State Government led Infrastructure Contributions reform.
Clause 02.04 Strategic Framework Plans	
Clause 02.04-1 Strategic Framework Plans	Review activity centre classifications and change their designations to ensure they align with current Planning Practice Notes, housing targets and *Plan for Victoria*. This will include identifying centres as Activity Centres – Housing Choice and Station or otherwise as per their designation in *Plan for Victoria*. Update clause 02.04-1 Strategic Framework Plan and 02.04-2 Activity Centre hierarchy plan to ensure consistency with *Plan for Victoria*, current State planning policy and associated Planning Practice Notes.
Clause 11 Settlement	
Clause 11.03 Planning for Places	
Clause 11.03-1L Activity Centres	Undertake a review of this clause to align with recent reforms and Plan for Victoria. Update the policy and mapping to reflect the Activity Centre Program, planning controls and maps.

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Clause 12 Environmental and Landscape Values	
Clause 12.01 Biodiversity	
Clause 12.01-1L Protection of Biodiversity	Update this clause to reflect Council's new Climate Emergency Response Strategy 2025-2029.
Clause 13 Environmental Risks and Amenity	
Clause 13.07 Amenity, Human Health and Safety	
Clause 13.07-1L Non-residential uses and development in residential areas	Review this clause to determine whether this policy requires further updates and refinement.
Clause 15 Built Environment and Heritage	
Clause 15.01 Built Environment	
Clause 15.01-1L Landscaping	Review this clause in the context of recent planning reforms, including clause 52.37 (Canopy trees) to ensure consistency with current State planning policy and tree canopy objectives. Review the clause against the Glen Eira Urban Forest Strategy (or further iterations) and update where required, to ensure alignment with Council's urban forest objectives.
Clause 15.01-2L-01 Building Design	Review this clause against planning reform changes and associated changes to the planning policy framework. Consider whether a centre specific policy approach remains appropriate, or whether centre specific references (such as Carnegie) should be removed and addressed through the relevant Built Form Frameworks.

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Clause 15.01-2L-02 Environmentally sustainable development	Review this clause in the context of recent planning reforms, including the introduction of deemed to comply assessment, to determine whether existing policy and application requirements remain relevant and effective. Review the role of Sustainable Design Assessments having regard to the extent to which these matters are addressed through State policy and deemed to comply provisions.
Clause 15.01-5L Neighbourhood Character	Review this clause and the Neighbourhood Character Precinct Plan against recent planning reforms and current State Policy to ensure alignment.
Clause 15.03 Heritage	
Clause 15.03-1L Heritage	Review the heritage policy ensuring it is fit for purpose, reflecting the State Government's updated heritage guidelines and continuing to protect Glen Eira's valued heritage places.
Clause 16 Housing	
Clause 16.01 Residential Development	
Clause 16.01-1L-01 Housing Supply	Review and update this clause and the Housing Change Area map to align with current Victorian Government housing reforms, including the Activity Centres Program. The revised mapping should be consistent with adopted activity centre boundaries, core and catchment areas.
Clause 16.01-1L-02 Student accommodation	Review this policy to determine whether it remains relevant and necessary within the current policy framework.
Clause 16.01-1L-02L Housing affordability	Review and update where required to align with status and relevance of Glen Eira Affordable Housing Strategy and Statement and any proposed requirements introduced by the Department of Transport and Planning.
Clause 16.01-5L Residential aged care and	Review this clause to determine whether updates are required to ensure consistency with current State planning policy, planning reforms and Council strategies.

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community care accommodation	
Clause 17 Economic Development	
Clause 17.02 Commercial	
Clause 17.02-1L Business	Review the clause in the context of the Activity Centre Program and economic work to be undertaken.
Clause 17.02-2L Out of Centre Development	Review the clause in line with the Activity Centre Program and economic work to be undertaken.
Clause 18 Transport	
Clause 18.02 Movement Networks	
Clause18.02-1L Walking **Clause 18.02-2L Cycling** **Clause 18.02-3L Public Transport** **Clause 18.02-4L-01 Road system and access** **Clause 18.02-4L-02 Car parking**	Review and update these policies to ensure alignment with the Integrated Transport Strategy 2018-2031 (2024 Refresh), Council's Parking Policy Review and other relevant Council strategies. Review and update clause 18.02-3L and the 'Policy Documents' section to ensure they reflect the Integrated Transport Strategy 2018-2031 (2024 Refresh), Council's Parking Policy Review and other relevant Council strategies.
Clause 19 Infrastructure	
Clause 19.02 Community Infrastructure	

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Clause 19.02-1L Health facilities **Clause 19.02-2L Education facilities** **Clause 19.02-6L Public Open Space**	Review and update clause if required. Review and update the 'Policy Documents' in clause 19.02-6l section to ensure references remain current i.e. reference Council's Emergency Response Strategy 2025-2029.
Clause 19.03 Development Infrastructure	
Clause 19.03-2L Infrastructure design and provision	Review and update clause in line with Department of Transport and Planning proposed new provisions for Infrastructure Contribution Plans.
Clause 19.03-5L Waste Management	Review and update clause where required and ensure alignment with reforms to clause 55, 57 and 58.

The above analysis of Glen Eira's local policy content identifies the need to further review individual local policies and undertake specific strategic work. Changes to policy wording will be required to better align the local policy content with recent planning reforms. Specific actions arising for the Strategic Work Plan are outlined below.

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Schedules

A review of zone, overlay and provisions schedules has been undertaken. This section responds to items 10, 11 and 12 of DTP's Advisory Note in relation to Form and content.

The review considers planning scheme schedules associated with zones, overlays and particular provisions, identifying:

- Any inconsistencies between local policies and schedules
- Any changed state standard provisions
- Any inconsistencies in terminology with *Plan for Victoria* activity centres hierarchy and regional settlement hierarchy
- Ensuring all schedules align with their relevant schedule template.

The table below identifies recommended changes and areas requiring further investigation.

Table 6 Schedule recommendations

Schedule	Recommendation
Zone Schedules	
Clause 32 Residential Zones	
Schedule 1 to Clause 32.04 Mixed Use Zone Glen Eira Mixed Use Areas	Review the appropriateness of the control and determine whether specific objectives and requirements should be included in the Schedule to support its intended operation.
Schedule 2 to Clause 32.04 Mixed Use Zone Land at 136-138 & 140-146 Glen Eira Road, Elsternwick.	Review whether this Schedule remains necessary and appropriate and determine whether it should be retained.

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Schedule 3 to Clause 32.04 Mixed Use Zone Land at 641-685 North Road, Ormond	Review this Schedule in the context of the new Housing Choice and Transport Zone and the strategic role of the Ormond Activity Centre.
Schedule 1 to Clause 32.07 Residential Growth Zone Major Activity Centres.	Review this Schedule, including building height and built form provisions considering recent planning reforms.
Schedule 2 to Clause 32.07 Residential Growth Zone Strategic Redevelopment Sites	Review the appropriateness of this Schedule (Tovan Akas Avenue, Bentleigh) having regard to current strategic directions, surrounding land use and recent planning reforms. Assess whether existing controls remain relevant.
Schedule 1 to Clause 32.08 General Residential Zone Neighbourhood Centre Areas	Review this Schedule following planning reforms and changes to the State Planning framework. Align where required. Review heading and appropriateness.
Schedule 2 to Clause 32.08 General Residential Zone Tram Routes, Selected Main Roads and Residential Transition Areas.	Review Schedule following planning reforms and changes to the State Planning framework. Align where required.
Schedule 3 to Clause 32.08 General Residential Zone Infill Residential Development Sites.	Review Schedule following planning reforms and changes to the State Planning framework. Align where required.
Schedule 4 to Clause 32.08 General Residential Zone Residential Transition Area	Review Schedule following planning reforms to determine whether it remains appropriate as these areas are now zoned Housing Choice Transport Zone 2.
Schedule 1 to Clause 32.09 Neighbourhood Residential Zone Neighbourhood Residential Areas	Review the Schedule against planning reforms.

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Clause 36 Public Land Zones	
Schedule to Clause 36.01 Public Use Zone	Review the permit exemptions and conditions applying to 5-7 Shepparson Avenue, Carnegie. Assess whether the existing provisions remain appropriate having regard to the current and future use of the Council car park and the parking requirements of the community centre and library.
Schedule to Clause 36.02 Public Park and Recreation Zone	Review the sign requirements applying to Caulfield Racecourse to establish whether any updates are required. Review the need for any other sign requirements to ensure the Schedule is fit for purpose in the PPRZ.
Clause 37 Special Purpose Zones	
Schedule 1 to Clause 37.01 Special Use Zone Caulfield Racecourse	Review this Schedule against any changes to land use and /or subdivision that may occur. Update land use terms as required.
Schedule 2 to Clause 37.02 Comprehensive Development Zone East Village Comprehensive Development Plan and Development Contribution Plan, Incorporated Documents	Review this Schedule to identify opportunities to support increased housing capacity, having regard to housing growth objectives and planning reforms. Review Comprehensive Development Plan and Development Contribution Plan following planning reforms and changes to the State Planning framework. Assess whether the existing requirements remain effective. Update land use terminology where required.
Schedule 2 to Clause 37.06 Priority Development Zone Caulfield Mixed Use Area	Update land use terms as required to accord with any changes in the VPPs.

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Overlays	
Clause 42 Environmental and Landscape Overlays	
Schedule 1 to Clause 42.02 Vegetation Protection Overlay Kitmont Street Reserve and southern end of Boyd Park in the Outer Circle Railway Linear Park, Murrumbeena	Assess whether the overlay continues to be effective and determine whether any amendments are required.
Schedule 1 to Clause 42.03 Significant Landscape Overlay 21 Omama Road, Murrumbeena	Review this Schedule to ensure it remains current and accurate. Update the Schedule and associated map, where required.
Clause 43 Heritage and Built Form Overlays	
Schedule 1 to Clause 43.01 Heritage Overlay	Review this Schedule to ensure the application requirements remain relevant and consistent with State planning provisions. Amend or remove any requirements that are duplicated or no longer necessary. Review and assess whether further work is required in relation to Statements of Significance, having regard to the recent Victorian Local Heritage Guidelines.
Schedule 1 to Clause 43.02 Design and Development Overlay 219-221 East Boundary Road, East Bentleigh	Review to determine whether any updates are required.
Schedule 2 to Clause 43.02 Design and Development Overlay Fences – Kambea Grove, Caulfield North	Review to determine whether any updates are required.

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Schedule 3 to Clause 43.02 Design and Development Overlay Fences – Prentice Street Elsternwick, Derby Crescent Caulfield, Clarinda Street Caulfield & Chestnut Street Carnegie	Review to determine whether any updates are required.
Schedule 4 to Clause 43.02 Design and Development Overlay Fences – Queens Avenue Caulfield East, Downshire Road, Elsternwick, St James Parade Elsternwick, Exhibition and Field Streets Mckinnon, Lindsay Avenue Murrumbeena, Oakdene Crescent Murrumbeena, Boyd Park Murrumbeena, Lydson Street Murrumbeena, Murray Street Elsternwick	Review to determine whether any updates are required.
Schedule 5 to Clause 43.02 Design and Development Overlay 1B-1C Tovan Akas Avenue, Bentleigh	Review Schedule to determine relevance and need of DDO on this land.
Schedule 11 to Clause 43.02 Design and Development Overlay Caulfield South Neighbourhood Activity Centre	Review and consider the Schedule considering planning reforms and housing targets. As part of this review, revisit the activity centre boundary to ensure it reflects anticipated housing outcomes and strategic policy direction.
Schedule 12 to Clause 43.02 Design and Development Overlay Caulfield Park Neighbourhood Activity Centre	Review and consider the Schedule considering planning reforms. As part of this review, revisit the activity centre boundary to ensure it reflects anticipated housing outcomes and strategic policy direction.

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Schedule 13 to Clause 43.02 Design and Development Overlay Bentleigh East Neighbourhood Activity Centre	Review and consider the Schedule considering planning reforms.
Schedule 1 to Clause 43.04 Development Plan Overlay 2 Victor Road, Brighton East	Review and consider status of Development Plan and whether the DDO is still necessary. Consider whether the NRZ remains appropriate as site has already been developed.
Schedules to Clause 43.05 Neighbourhood Character Overlay Schedule 2: Edwardian Era Significant Character Areas Schedule 3: Interwar Era Significant Character Areas Schedule 4: Victorian and Edwardian Significant Character Areas Schedule 5: Queens Avenue, Caulfield East Schedule 6: Boyd Park Area, Murrumbeena	Review the content of provisions to align with changed State planning provisions.
Clause 44 Land Management Overlays	
Schedule to Clause 44.05 Special Building Overlay	This Schedule is intended to be replaced by new State Government controls. To be monitored.
Clause 45 Other Overlays	
Schedule to Clause 45.01 Public Acquisition Overlay	Review the Schedule application in Glen Eira to assess its relevance.
Schedule 1 to Clause 45.06 Development Contributions Plan Overlay	Review the East Village Development Contribution Plan

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East Village Development Contributions Plan	
Schedules to Clause 45.09 Parking Overlay Schedule 1: Caulfield Mixed Use Area Schedule 2: Student Housing in Specific Areas Schedule 10: North Road, Ormond	Review the need for a Parking Overlay given changes to Clause 52.06.
Schedule to Clause 45.12 Specific Controls Overlay	Review whether any incorporated documents have expired and update the schedule accordingly.
Particular Provisions	
Clause 51 Provisions that apply only to a specified area	
Schedule to Clause 51.01 Specific Sites and Exclusions	Review whether incorporated documents have expired and update schedule accordingly.
Clause 52 Provisions that require, enable or exempt a permit	
Schedule to Clause 52.02 Easements, Restrictions and Reserves	Review whether any additional sites need to be included.
Clause 53 General requirements and performance standards	
Schedule to Clause 53.01 Public Open Space Contribution and Subdivision	Review schedule to determine whether any updates are required.
Clause 59 VicSmart applications and requirements	
Schedule to Clause 59.15 Local VicSmart applications	Review schedule to determine whether any updates are required.

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Schedule 1 to Clause 59.16 Information Requirements and Decision Guidelines for Local VicSmart Applications.	Review schedule to determine whether any updates are required.
Operational Provisions	
Clause 72 Administration and enforcement of this Planning Scheme	
Schedule to Clause 72.03 What does this Planning Scheme Consist of?	Review schedule to determine whether any updates or corrections are required.
Schedule to Clause 72.04 Incorporated Documents	Review schedule to determine whether any updates are required.
Schedule to Clause 72.08 Background Documents	Review schedule to determine whether any updates are required. Replace outdated strategies with current versions, where required.
Clause 74 Strategic implementation	
Schedule to Clause 74.02 Further Strategic Work	Update relevant content to reflect the new strategic work plan.

The above analysis of Glen Eira's schedules identifies the need to further review individual schedules and undertake specific strategic work where required. Changes are also needed to ensure schedules are fit for purpose and align with recent planning reforms. Specific actions arising for the Strategic Work Plan are outlined below.

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Form and Content – Map Anomalies

An important component of a Planning Scheme Review is identifying instances where the application of zones and overlays to land may not appropriately reflect the intended land use, ownership, development outcomes or strategic planning objectives.

Officers have undertaken an initial assessment of the Glen Eira Planning Scheme and identified several types of anomalies to be reviewed.

Anomalies identified include the following types:

- Land is within 2 zones:
    - The zone is the primary tool for guiding the use and development of land and all land is included in a zone. Zone application should consider the outcomes sought for the land and local planning policies.
    - It is common practice that land should only be in one zone rather than have different zones applying to different parts of a land title.
- Incorrect zone application
- Conflict between existing use and zone:
    - This may include the inappropriate application of public land zones to public land. Noting that public land zones may only be applied if the land is Crown land or is owned, vested in or controlled by a Minister, government department, public authority or a municipal council. Public land zones are intended to set out appropriate statutory requirements that apply to the use and development of the land. Examples include the incorrect public use zone schedule applied to drainage reserves and legacy zoning of parcels.
    - The existing use of the land is not for a use consistent with the intent of the zone applying to the land. For instance, car parks for hotels or commercial operations retaining the legacy residential zone rather than being in a commercial or mixed use zone.
- Application of overlays:
    - Overlay boundaries that do not align with parcel boundaries.
    - Overlays that have been applied incorrect properties.
    - Redundant, outdated or incorrect applied overlays.
- Commercial centre anomalies:
    - Land located in commercial areas but zoned residential and used for dwellings. This is prevalent in several of our strip shopping centres where residential land is bookended by commercial uses and zones or edge sites used for commercial activities are in residential zones and vis versa.

Further anomalies may be identified through the strategic work program arising from this Planning Scheme Review.

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Where appropriate, identified anomalies may be resolved through future planning scheme amendments that update planning scheme maps and controls to better align zoning and overlay provisions.

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6. Housing and residential development

The *Planning Scheme Reviews Advisory Note* includes the following recommendations relevant to Glen Eira's circumstances in relation to housing and residential development:

> *4. Where DTP has advised that the scheme is likely to have capacity to meet its housing target, review policy, zones and overlays to ensure increased housing is enabled in appropriate locations, particularly where access to opportunities and services is highest.*
>
> *6. Review the application of residential zones considering Planning Practice Note 90 Planning for Housing and Planning Practice Note 91 Using the residential zones.*
>
> *7. Review any neighbourhood character policy in the context of the reforms to the residential development provisions.*

The Department of Transport and Planning (DTP) has advised that the Glen Eira Planning Scheme does have sufficient capacity to accommodate the municipality's housing target. Accordingly, Item 4 of the *Planning Scheme Reviews Advisory Note* applies to Glen Eira and recommends Council continue to review its policies, zones and overlays to ensure increased housing remains enabled in appropriate locations.

The following discussion responds to Items 4, 6 and 7 of the Advisory Note.

Items 3, 5, 8 and 9 of the Advisory Note are not applicable to Glen Eira.

Glen Eira's housing target and capacity

According to *Plan for Victoria*, Glen Eira had 68,000 existing homes in 2023. It set a **housing capacity target for Glen Eira of 63,500 additional dwellings to 2051**.

On 2 September 2026, Council received a letter from DTP providing further guidance and expectations for housing capacity work as part of a planning scheme review. This letter outlines that DTP has re-assessed the housing capacity of the Glen Eira Planning Scheme. This update has resulted in the Glen Eira Planning Scheme now having **sufficient capacity to meet its housing target**.

The letter, consistent with the Advisory Note, advises that:

> *Council should still review policy, zones and overlays to ensure increased housing is enabled in appropriate locations, particularly where access to opportunities and services is highest. The zone and built form controls in the TTZAC are outside the scope of council's review. Outcomes of your planning scheme review are due to be reported to the Minister for Planning by the end of October 2026.*

HCAP – Housing Capacity Assessment Platform

The Housing Capacity Assessment Platform (HCAP) is a tool developed by the Department of Transport and Planning (DTP) to assist planning authorities in estimating housing capacity under different residential zoning scenarios. HCAP assesses the extent to which a

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municipality's planning scheme can accommodate its allocated housing target and identifies any shortfall in capacity.

Councils **are obliged** to meet their housing targets.

Housing capacity is impacted when other controls and constraints affect the land, including heritage overlays, flood overlays, and canopy tree cover. This is reflected in HCAP.

HCAP also incorporates an assessment of **Access to Opportunities and other Services (ATOS)** to help determine where future housing growth should be directed. The ATOS assessment is embedded into the HCAP tool.

The HCAP assessment for Glen Eira indicates that State-led planning initiatives, primarily through the Activity Centre Program, will contribute approximately **45,600 dwellings**. This reflects the significant extent of State-led planning controls across the municipality, with approximately 42 per cent of Glen Eira now included within Activity Centre Program areas.

HCAP identifies that the Glen Eira Planning Scheme currently will have a **housing capacity surplus of 1,722 dwellings** by 2051.

ATOS – Access to Opportunities and other services

The Access to Opportunities and Services (ATOS) assessment measures proximity and access to key destinations and services, including public transport, employment opportunities, activity centres, supermarkets, medical services, education facilities and open space.

ATOS generates a score for individual locations based on their level of access to these opportunities and services. Areas with higher scores are considered more suitable locations for housing growth and increased residential densities.

The ATOS assessment assists in ensuring that future housing capacity is located in areas that align with the strategic directions of *Plan for Victoria*. Housing capacity created in higher-scoring ATOS locations contributes more strongly towards achieving municipal housing targets than equivalent capacity in locations with lower accessibility.

In Glen Eira, the **highest ATOS scores are generally concentrated around train stations, tram corridors and key road connections.**

This pattern is illustrated in Figure 2 ATOS Map for Glen Eira below.

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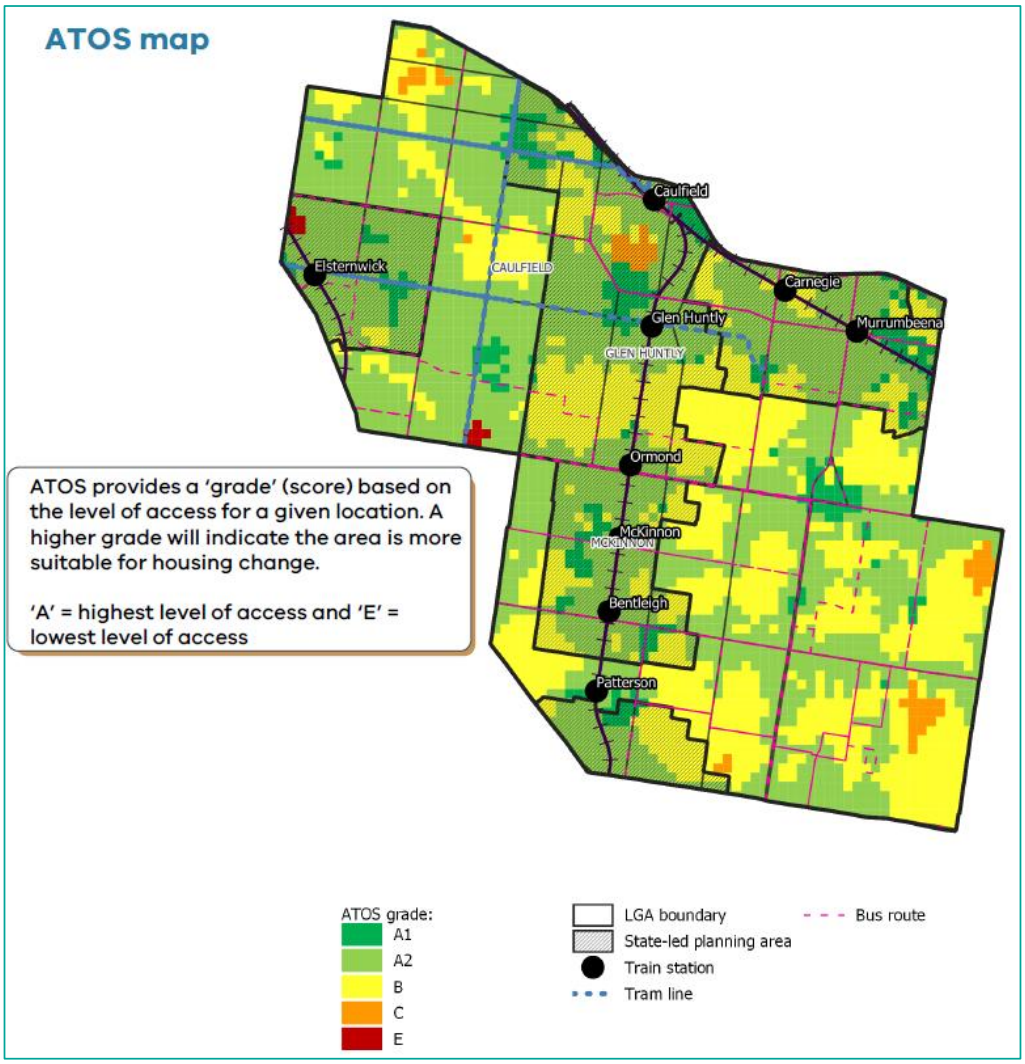


Figure 2 ATOS Map for Glen Eira (March 2026)

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Opportunities to increase housing capacity

Direction on Planning for Housing

Planning Practice Note 90 – Planning for Housing (PPN90) provides guidance on planning for housing growth to meet housing targets and ensure planning schemes have sufficient capacity for new homes. PPN90 emphasises that strategic planning for housing should plan holistically for housing change and should develop a clear residential development framework that identifies:

- *A range of housing opportunities across the municipality to meet the 2051 housing targets specified in the PPF, as informed by HCAP.*
- *Substantial change areas with good access to jobs, public transport and community facilities.*
- *Incremental change areas.*
- *Minimal change areas where environmental constraints and landscape significance applies.*
- *How the conservation of special characteristics like heritage and neighbourhood character will be balanced with the need to meet housing targets with well-located homes.*

The housing change areas approach outlined in PPN90 is visualised in Figure 3 Housing change areas as per below.

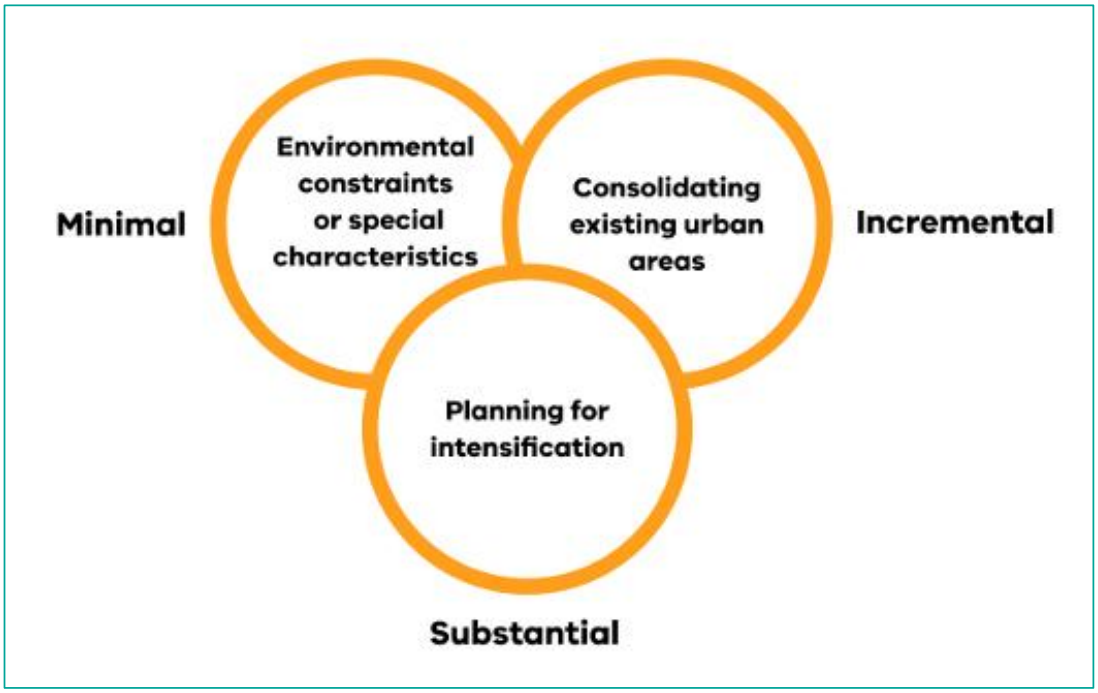


Figure 3 Housing change areas as per PPN90.

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Table 7 PPN90 Housing Change Areas provides details on each housing change area as outlined in PPN90.

Table 7 PPN90 Housing Change Areas

Substantial Change Areas	Incremental Change Areas	Minimal Change Areas
• are close to jobs, public transport and community facilities and services (medium to high ATOS score) • facilitate housing growth that takes advantage of their proximity to jobs, services, and public transport. • make the most of strategic development areas or opportunity sites. • promote housing diversity. • result in a new built form.	• have capacity for housing growth and more diverse types of housing. • are close to jobs, services, facilities or public transport (low to medium ATOS score) • are where existing neighbourhood character will evolve and change over time with reference to the key identified neighbourhood attributes.	• have special characteristics that distinguish them from other parts of the municipality or surrounding area. • have special neighbourhood character, heritage, environmental, or landscape significance identified in the planning scheme. • are unsuitable for providing future housing growth. • tend to have overlays that reflect neighbourhood character, heritage, environmental or landscape significance or other physical constraints which may impact their capacity for change.

Direction for applying residential zones.

Planning Practice Note 91 Using the Residential Zones (January 2026) provides guidance on applying the residential zones and outlines the principles underpinning these zones. These principles will be considered in Council's review of policy, zones and overlays as required by the advisory note, and include:

- **Principle 1**: Housing change areas need to align with other strategic work to provide a residential development framework that clearly identifies future outcomes for an area.

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- **Principle 2**: All residential zones support and allow increased housing inside established settlement boundaries, unless environmental constraints or special characteristics exist.
- **Principle 3**: The Housing Choice and Transport Zone promotes varied housing growth and supports lot consolidation around activity centres and well-serviced locations, close to employment, services and trains and trams.
- **Principle 4**: The Residential Growth Zone promotes housing growth in locations close to jobs, services and facilities serviced by public transport including activity centres.
- **Principle 5**: The General Residential Zone is a three-storey zone with a maximum building height of 11 metres.
- **Principle 6**: The density or number of dwellings on a lot cannot be restricted in the Neighbourhood Residential Zone unless environmental constraints or special characteristics exist.

PPN91 reiterates that residential zone selection must be based on the strategic outcomes being sought by the Municipal Planning Strategy and Planning Policy Framework, including providing sufficient capacity to achieve local housing targets.

The zone should reflect the true development capacity of land. If land is impacted by environmental constraints, then a residential zone should be applied that aligns with these attributes or constraints. ***If land has special characteristics*** *such as specific character or heritage,* ***then zones and policies should resolve these competing objectives in a way that will deliver the municipality's housing target****. Applying the right residential zone also provides the opportunity to apply local requirements to achieve preferred built form outcomes identified in the MPS and local policies.*

Residential zones for Substantial and Incremental housing change areas as outlined in PPN91 are:

- Mixed Use Zone (MUZ)
- Housing Choice and Transport Zone (HCTZ)
- Residential Growth Zone (RGZ)
- General Residential Zone (GRZ)

PPN91 notes that the Neighbourhood Residential Zone (NRZ) may be appropriate in Incremental and Minimal housing change areas.

As a general principle, applying a residential zone should align with either existing building heights if minimal or incremental housing change is planned for, or align with future building heights where substantial housing change is identified in strategic work.

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7. Removing roadblocks to improvement

This section responds to Item 13 Of DTP's Advisory Note, which includes:

> *13. Assess whether new Victoria Planning Provisions tools would be more appropriate to implement planning objectives. For example, the Built Form Overlay in place of existing overlays or the Precinct Zone in place of the Activity Centre Zone or Special Use Zone.*

Use of VPPs

As part of the planning scheme review, consideration was given to whether any aspects of the Glen Eira Planning Scheme presented significant barriers to its ongoing improvement or whether any new Victorian Planning Provisions (VPPs) would be a more effective means of implementing planning objectives.

No significant roadblocks were identified, and the existing planning provisions generally remain appropriate. As indicated earlier in this report, specific consideration of individual schedules and policy will be made to ensure they remain fit for purpose (as per Actions 1 and 2).

Accordingly, there is unlikely to be any need to replace the current provisions with new VPPs to implement planning objectives at this stage.

Overview of VCAT decisions

Analysis of Victorian Civil and Administrative Tribunal (VCAT) planning decisions provides Council with a further opportunity to identify any other roadblocks to improvement in the Glen Eira Planning Scheme.

As set out in the figures below, the number of Council planning decisions being reviewed by VCAT has declined significantly since the 2023 Planning Scheme Review, continuing a broader downward trend. A range of factors are likely to have contributed to this outcome, including reduced development activity, a lower volume of planning applications, planning system reforms introduced by the Victorian Government, and changes to third-party review rights.

Council continues to achieve excellent results with VCAT matters. Since the 2023 Planning Scheme Review, approximately 57 per cent of appeals being resolved by consent rather than proceeding to be determined in a full Tribunal hearing.

Of the matters that proceeded to a Tribunal determination, VCAT supported Council's position in 22 of 26 cases, representing a success rate of approximately 85 per cent.

VCAT results are illustrated in Figure 4 – VCAT Appeal Types, Figure 5 – VCAT decisions, and Figure 6 – Number of appeals resolved by .

These results indicate that the Glen Eira Planning Scheme is generally operating effectively and that Council's planning decisions are well supported by the policy and statutory

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framework. The review has not identified any systemic issues arising from VCAT decisions that would warrant significant changes to the structure or operation of the planning scheme. Notable VCAT decisions are outlined in Table 8 Notable VCAT decisions.

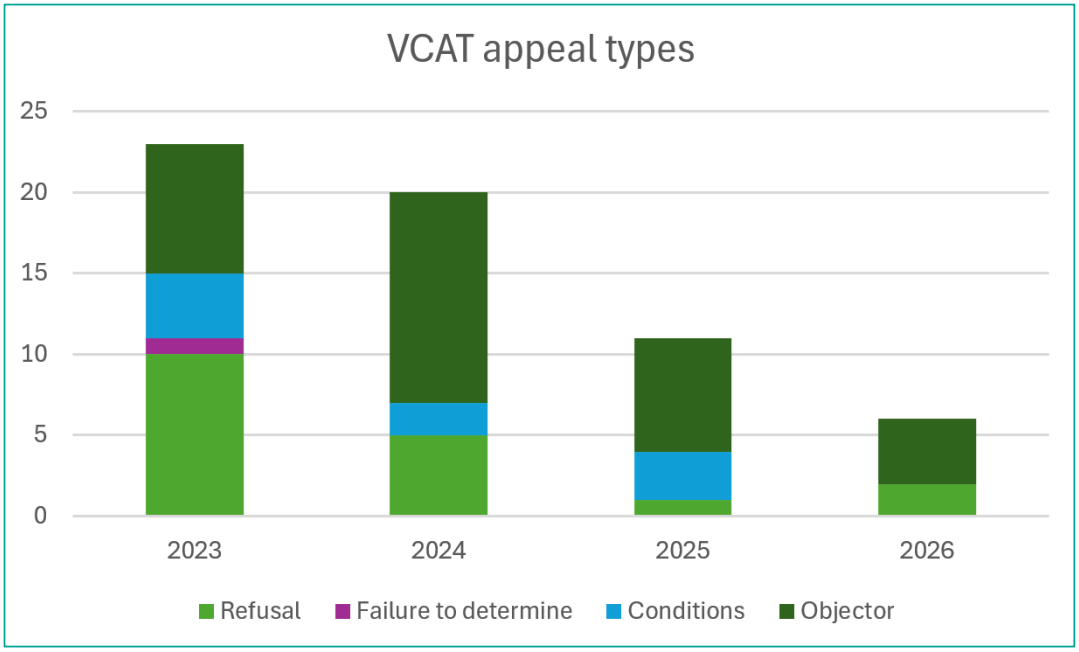


Figure 4 – VCAT Appeal Types

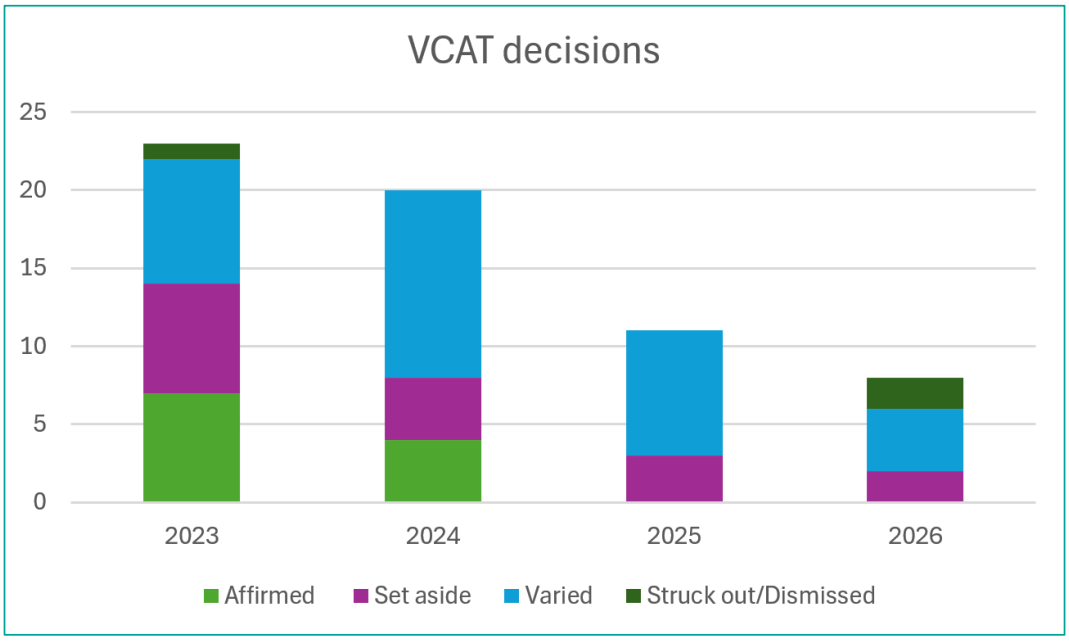


Figure 5 – VCAT decisions

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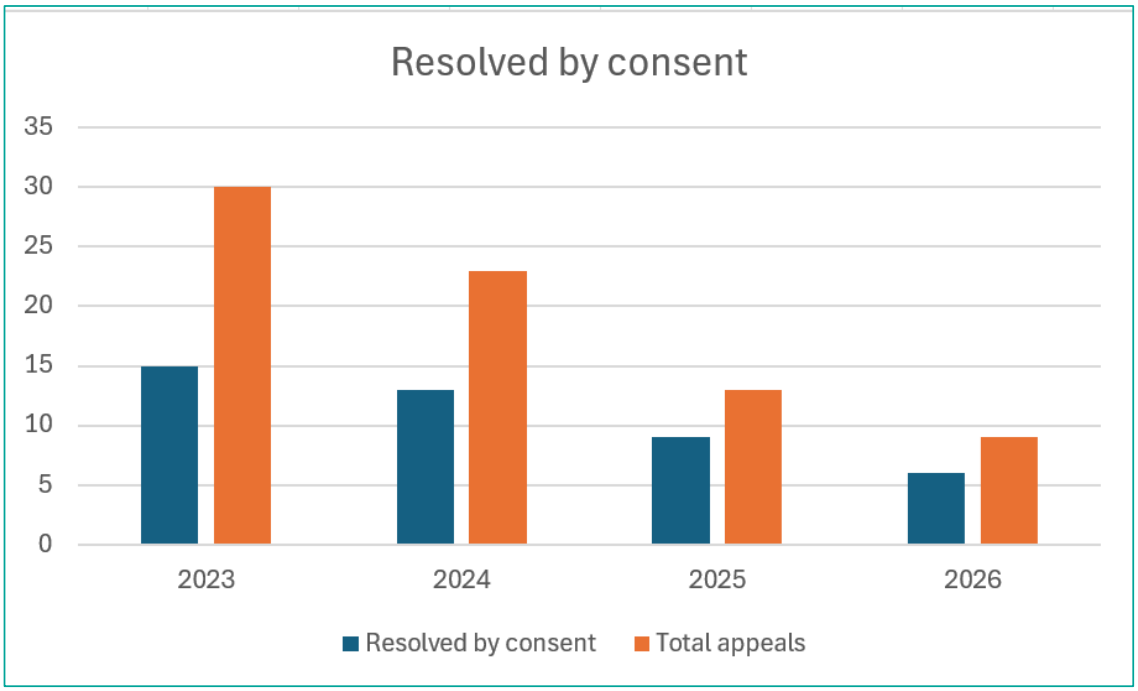


Figure 6 – Number of appeals resolved by consent.

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Notable VCAT decisions

Of the 26 decisions made by the Tribunal, only the following decisions are considered relevant to this Planning Scheme Review.

Table 8 Notable VCAT decisions

Date decision reported to Council	Address and relevant zones	Proposal	Council decision	VCAT decision	Comment
17 January 2024	147 Koornang Road, Carnegie **(C1Z, DDO9 -now BFO)**	Use of the land for the purpose of a service station, construction of buildings and works for the service station, alteration of an accessway to land in a Transport Zone 2 and construction and display of signs.	Refusal	Refusal	• Application for the use and development of a service station and associated retail functions. • Council refused the application on grounds that the use and development were inconsistent with the DDO9 and Carnegie Structure Plan that sought more increased development outcomes, with potentially higher density residential. • VCAT determined to affirm Council's decision. In determining the matter, the Tribunal was not satisfied the proposed built form design response was appropriate with regards to the DDO9. As they found this to be fatal to the application, the Tribunal did not turn its mind to whether it was an under development. • Since the VCAT decision, the land has had the DDO9 removed and replaced with the BFO4. Of note, this site is identified as having built form of up to 24m.
15 August 2025	139-141 Hawthorn Road, Caulfield North	Construction of a three storey residential apartment building, a	Conditions appeal	Condition deleted	• Application for the construction of a three storey apartment building comprising 26 dwellings. • Council approved the application, however included a condition that car parking was to be provided on the land in accordance

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	(GRZ, DDO12)	front fence exceeding 1.5m in height (to Halstead St), alter access in a Transport Zone 2 (Hawthorn Road)			with that set out in Clause 52.06 (Car parking). A reduction of four spaces was sought. • VCAT determined to vary Council's decision and delete the condition. • Since the VCAT decision, Clause 52.06 has been amended to now apply different car parking rates for the land. The same application lodged today would have a car parking requirement of zero spaces. It would also have a maximum requirement of 52 (two spaces per dwelling).

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8. Environmental risks

The *Planning Scheme Advisory Note* includes the following requirement in relation to environmental risks:

> *14. Identify where mapping of environmental risks should be updated.*

Glen Eira continues to work with Melbourne Water and the State Government to update our flood mapping to reflect current and future (climate change) flood risk. This is anticipated to result in the application of new flood controls across the municipality in 2027. These changes will be a significant action in progressing climate awareness across the municipality. Flood risk, particularly the risk to life and property from stormwater inundation is the key environmental risk for Glen Eira.

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9. Strategic Planning Work Plan 2026

The findings of this Planning Scheme Review have informed the preparation of a four-year Strategic Work Plan, set out in Table 9 Work Plan 2026.

The Work Plan establishes Council's priorities for future strategic planning work, including planning scheme amendments, policy updates, housing capacity investigations, implementation of State planning reforms and environmental risk management initiatives.

The program is intended to support the ongoing review and improvement of the Glen Eira Planning Scheme and ensure it continues to respond to changing planning priorities and community needs.

Progression of individual actions will be subject to Council's budget and resourcing processes.

Table 9 Work Plan 2026

Action	Responsibility	Timing
Action 1 – Review of Local Planning Policies Review local planning policies and prepare a planning scheme amendment to update clauses as required to address: • Inconsistencies between local, state and regional policies in the Planning Policy framework resulting from changes made by *Plan for Victoria* and other amendments to the PPF since the last planning scheme review, in particular. • Review and update Clause 02 Municipal Planning Strategy against current State policy, updated demographic data and Council's adopted policies and strategies. • Conflicts between local policies and schedules, changed state standard provisions and recent planning reforms.	City Futures	2027

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• Updates to the activity centre network/hierarchy plan in line with *Plan for Victoria* and recent planning reforms. • The State Government's housing capacity targets. • Alignment with the Glen Eira Council Plan 2025-2029 and Council strategies. • Updates to ABS census dates and data.		
Action 2 – Zone and Overlay Schedules Prepare a planning scheme amendment that includes a review and update of relevant schedules identifying: • Any inconsistencies between local policies and schedules • Any changed state standard provisions • Any inconsistencies in terminology with *Plan for Victoria* activity centres hierarchy • Ensuring all schedules align with their relevant schedule template.	City Futures	2027
Action 3 – Activity Centres Review employment, commercial, industrial and economic needs of activity centres and other employment land where required. Noting that the Activity Centre Program is predominantly about facilitating greater built form to provide housing. Update the strategic framework plan to reflect the role and function of each activity centre and other employment land in the context of *Plan for Victoria*. This work will investigate rezoning opportunities that support appropriate and beneficial land use outcomes.	City Futures in consultation with Community and Economic Development.	2027
Action 4 – Heritage	City Futures	2028

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Review and update Clause 15.03 Heritage to ensure it remains fit for purpose, reflects the State Government's updated heritage guidelines and continues to protect Glen Eira's valued heritage places and precincts. Review Statements of Significance for existing heritage precincts to ensure alignment and consistency with the Victorian Local Heritage Guidelines May 2026. Prepare a planning scheme amendment to update the Schedule to 72.04 Incorporated Documents and the Schedule to Clause 72.08 Background Documents of the Glen Eira Planning Scheme to include updated Statements of Significance and relevant heritage studies, in accordance with the State Government's Victorian Local Heritage Guidelines (May 2026). Review and update where required, the Glen Eira Thematic Environmental History (Refresh) 2020 to ensure it comprehensively documents the different phases of human settlement and interaction in the City of Glen Eira that may have an impact on the physical environment.		
Action 5 – Heritage Continue to advocate the progression of current heritage planning scheme amendment applications awaiting authorisation or a decision by the Minister for Planning. Progress Council's Heritage Review program including commencing new suburb reviews and progressing current and proposed heritage amendments. Upcoming heritage reviews include:	City Futures	2027-2029
• suburb of Caulfield	City Futures	2026/27
• suburb of St Kilda East and remainder of Elsternwick	City Futures	2027/28
• Ormond and remainder of Carnegie	City Futures	2028/2029
• Bentleigh East and remainder of Bentleigh	City Futures	2028/2029

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Action 6 – Movement and Transport Review and update Clause 18.02 Movement Networks to reflect Council's Integrated Transport Strategy 2018–2031 (2024 Refresh), Council's Parking Policy and any other relevant Council strategies.	City Futures	2027/28
Action 7 – Moorabbin Built Form Overlay Review Schedule 1 to Clause 43.06 Built Form Overlay for Moorabbin to align with the other BFO Schedules in the planning scheme.	City Futures	2028
Action 8 – East Village Review the East Village Development Contribution Plan 2020, in accordance with the requirement for it to be reviewed every five years (or more frequently if required) for 20 years, and where changes are required, prepare a planning scheme amendment.	City Futures/Statutory Planning	2027
Action 9 – Infrastructure Contribution Plans Prepare internal procedures to implement the State Government's Infrastructure Contribution Plans for the Activity Centres Program.	City Futures/Statutory Planning	2027
Action 10 – Planning scheme anomalies Review all council land holdings and planning controls to ensure they are appropriately zoned and aligned with State Planning Provisions. Prepare a planning scheme amendment, where considered appropriate, to correct anomalies and administrative errors within the planning scheme to ensure it remains efficient and effective.	City Futures	2029
Action 11 – Melbourne Water Continue to support Melbourne Water and the State Government to implement new and updated planning controls for flood prone land based on updated modelling prepared by Melbourne Water.	City Futures	Ongoing

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Action 12 – Background Documents Review Background Documents listed in the Schedule Clause 72.08 of the planning scheme to ensure they remain current and relevant. Where the review identifies changes, prepare a planning scheme amendment to amend the Schedule.	City Futures	2027
Action 13– Social and affordable housing Advocate for the State Government to provide clearer guidance on the implementation of social and affordable housing contribution provisions within the planning scheme.	City Futures	2027
Action 14 – Monitoring and evaluation Prepare a monitoring and evaluation framework to track progress on strategic objectives and inform evidence-based decisions. • Continue to monitor VCAT's interpretation and application of planning policy. • Monitor the implications of the Clause 54 and 55 deemed to comply applications. Monitor state and regional planning strategies and their impact on the Glen Eira Planning Scheme.	City Futures	2027

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10. Appendix

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Appendix 1: Amendments to the Glen Eira Planning Scheme

Table 10 Gazetted Council Planning Scheme Amendments

Gazetted Council Planning Scheme Amendments October 2023 – 31 July 2026		
Amendment	**Gazettal Date**	**Brief Description**
C231glen Caulfield South NAC Built form controls	20/10/2023	The amendment implements the recommendations of the Caulfield South Neighbourhood Activity Centre Built Form Framework by introducing Schedule 11 to the Design and Development Overlay (DDO11) to the commercial areas of the Caulfield South Neighbourhood Activity Centre.
C243glen Caulfield Park NAC Built form controls	27/10/2023	The amendment implements the recommendations of the Caulfield Park Neighbourhood Activity Centre Built Form Framework by introducing Schedule 12 to the Design and Development Overlay (DDO12) to the commercial areas of the Caulfield Park Neighbourhood Activity Centre.
C259glen Interim Heritage Overlay	27/03/2024	The amendment extends the expiry date of interim Heritage Overlay (HO221) applying to the Balaclava Road Victorian Group in Caulfield North for an additional six months until 30 September 2024.
C247glen Bentleigh East NAC	25/07/2024	The amendment implements the recommendations of the Bentleigh East Neighbourhood Activity Centre Built Form Framework by introducing Schedule 13 to

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Built form controls		the Design and Development Overlay (DDO13) to the commercial areas of the Bentleigh East Neighbourhood Activity Centre.
C258glen Interim Heritage Overlay	5/09/2024	The amendment applies the Heritage Overlay to 387 Alma Road, Caulfield North on an interim basis until 31 March 2025.
C265glen Interim Heritage Overlay extension	26/09/2024	The amendment extends the expiry date of interim Heritage Overlay HO221, which applies to the Balaclava Road Victorian Group in Caulfield North, for an additional six months until 31 March 2025.
C266glen Interim built form controls extension DDO8, DDO9, DDO10	20/12/2024	The amendment extends the expiry date of interim Schedules 8, 9 and 10 to the Design and Development Overlay (DDO8, DDO9 and DDO10) which apply to the Bentleigh, Carnegie and Elsternwick Activity Centres respectively until 30 April 2025 (DDO8 and DDO9) and 31 December 2025 (DDO10)
C263glen Removes HO Murrumbeena railway station	23/01/2025	Removes Schedule HO132 to the Heritage Overlay (Murrumbeena Railway Station) to reflect the replacement of the station as part of the level crossing removal project

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C268glen SCO for temporary synagogue	23/01/2025	The amendment applies a Specific Controls Overlay and associated Incorporated Document to facilitate a temporary place of worship (synagogue) at 168-172 Hotham Street, Elsternwick for a period of 24 months.
C271glen Interim Heritage Overlay extension	21/03/2025	Extends the expiry date of the interim Heritage Overlay which applies to 387 Alma Road, Caulfield North (HO297), for an additional six months until 30 September 2025.
C270glen Interim Heritage Overlay extension	24/03/2025	Extends the expiry date of the interim Heritage Overlay which applies to part of the Balaclava Road Victorian Group (HO221) in Caulfield North, for an additional six months until 30 September 2025.
C273glen Interim built form controls extension DDO8, DDO9, DDO10	28/04/2025	The amendment extends the expiry date of interim Schedules 8 and 9 to the Design and Development Overlay (DDO8 and DDO9) which apply to the Bentleigh and Carnegie Activity Centres respectively until 30 September 2026.
C267glen Murrumbeena station land development	29/05/2025	Combined planning scheme amendment and planning permit application to rezone the land to a Commercial 1 Zone and facilitate approval for the redevelopment of the land for an eight-storey mixed-use building and associated reduction in car parking and visitor bicycle parking.

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C251glen Heritage overlay extension and updates	19/06/2025	Extends the existing Heritage Overlay 90 (HO90) to include four additional properties and renames the precinct to the Balaclava Road Victorian Group, deletes interim Heritage Overlay HO221, includes 10 statements of significance and one heritage design guideline as incorporated documents, activates tree and fence/outbuilding controls for selected properties within the Heritage Overlay and corrects anomalies and mapping errors in the Heritage Overlay.
C274glen Interim Heritage Overlay extension	25/09/2025	Extends the expiry date of the interim Heritage Overlay applying to 387 Alma Road, Caulfield North (HO297) from 30 September 2025 until 30 November 2026.
C275glen SCO for temporary synagogue	9/10/2025	Facilitates the temporary use of land and development of land at 140-146 Glen Eira Road, Elsternwick for a Place of Worship (Synagogue) by applying a Specific Controls Overlay (SCO9) and associated incorporated document. The amendment also makes changes to the incorporated document relating to SCO8 applying to the current temporary Synagogue at 168-172 Hotham Street, Elsternwick.
C276glen Interim built form controls extension DDO10	1/12/2025	The amendment extends the expiry date of the interim Schedule 10 to the Design and Development Overlay (DDO10) applying to the Elsternwick Activity Centre until 30 September 2026.

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C269glen Sign controls Monash University	13/03/2026	Amends the Schedule to Clause 36.01 (Public Use Zone) to replace the existing Category 4 sign controls that apply to land at 860-874 Dandenong Road, Caulfield East with part Category 1 sign controls and part Category 2 sign controls, to reflect the role and needs of Monash University.
C278glen Carnegie Structure Plan controls	27/03/2026	Implements the Carnegie Structure Plan 2022 by rezoning land to Mixed Use Zone, applying the Built Form Overlay and making changes to the Municipal Planning Strategy and Planning Policy Framework. The amendment also deletes Design and Development Overlay Schedule 9 which will become redundant and makes consequential changes to the Glen Eira Planning Scheme.
C280glen Policy expiry date extension	24/04/2026	Extends the expiry date of the Neighbourhood Character Policy at Clause 15.01-5L of the Glen Eira Planning Scheme until 20 April 2028.
C282glen Mapping error corrections – Carnegie	21/5/26	The amendment corrects obvious and technical mapping errors arising from Amendments C278glen and GC270, by updating mapping of the Built Form Overlay Schedule 4 (BFO4) and Housing Choice and Transport Zone Schedule 1 (HCTZ1) to include all intended properties within the Carnegie Activity Centre.

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Table 11 Council C Planning Scheme Amendments

Progressed Council Planning Scheme Amendments October 2023 to 31 July 2026			
Amendment	**Classification**	**Status**	**Brief Description**
C240glen McKinnon Heritage Review	Exhibited	Approved	The amendment proposes to implement the recommendations of the City of Glen Eira McKinnon Heritage Review 2023 to include 15 individual places and two precincts into the Schedule to the Heritage Overlay, include Statements of Significance for each addition as Incorporated Documents, and amend the Statement of Significance for HO75 (Ormond and Environs Precinct) to remove a number of properties and place them into separate Heritage Overlays as part of this amendment. The amendment also corrects existing grammatical errors in the Schedule to the Heritage Overlay.
C246glen Caulfield North Heritage Review	Exhibited	Adopted	The amendment proposes to implement the recommendations of the Caulfield North Heritage Review (2023) and the Kambrook Road Precinct and Elsner Residence heritage citations by introducing the Heritage Overlay to 18 individual places and 4 precincts. The amendment also introduces Statements of Significance for two existing heritage places, deletes 3 existing places and modifies the extent of existing Heritage Overlays.
C260glen Caulfield South and Gardenvale Heritage Review	Exhibited	Adopted	The amendment proposes to implement the recommendations of the City of Glen Eira – Caulfield South and Gardenvale Heritage Review (Volumes 1 and 2) (GJM Heritage Pty Ltd, March 2024) to include 16 individual places, three precincts and one group listing into the Schedule to the Heritage Overlay. The amendment also proposes to include revised Statements of Significance for two existing heritage precincts and corrects existing grammatical errors in the Schedule to the Heritage Overlay.
C256glen	Exhibited	Submissions under assessment	The amendment proposes to implement the Elsternwick Structure Plan (2023) by updating local planning policy in the municipal planning

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Elsternwick Structure Plan		On hold due to inclusion in the State's Activity Centre Program.	statement and planning policy framework, by introducing a new Design and Development Overlay (DDO10) that will replace the existing interim DDO10, by rezoning some land parcels and by making other consequential changes to the Glen Eira Planning Scheme.

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Table 12 State GC Planning Scheme Amendments

GC Planning Scheme Amendments October 2023 to 31 July 2026			
Amendment	**Gazettal Date**	**Brief Description**	**Impact on Glen Eira?**
GC221 Minister as Responsible Authority	3/11/2023	Make the Minister for Planning the responsible authority for five properties she owns and remove her as responsible authority for one property that has been sold.	Minor
GC252 Pilot Activity Centres controls	11/04/2025	Facilitates the development of around 60,000 new homes within 10 activity centres and their catchments by 2051, consistent with the Planning Policy Framework (PPF) and the housing delivery objectives sought by *Victoria's Housing Statement*, Plan Melbourne 2017-2050 and the recently released *Plan for Victoria*.	Major Impacts Moorabbin AC and catchment area of Chadstone AC Introduces new heights limits and deemed to comply elements.
GC226 Level crossing removal controls – Caulfield to Dandenong	25/06/2025	Applies appropriate zone and overlay controls to land following the completion of the Caufield to Dandenong Upgrade Level Crossing Removal Project, to reflect the land ownership, status and as-built conditions of the relevant land parcels.	Minor
GC269 Error corrections	24/02/2026	GC269 corrects obvious or technical errors and makes consequential changes to local schedules to align with VC286.	Minor

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GC270 Stage 1 Activity Centre Program controls	31/03/2026	Facilitates the development of new homes within 25 train and tram zone activity centres, grouped as Stage 1 of the Train and Tram Zone Activity Centres Program. The amendments do this by introducing new built form and height controls and applying those controls to the core of each activity centre, generally through new schedules to the Built Form Overlay (BFO). Also applies the Housing Choice and Transport Zone (HCTZ) to the catchments of each activity centre.	Major Impacts Carnegie, Murrumbeena and Hughesdale Activity Centres – core and catchment areas Introduces new heights limits and deemed to comply elements.
GC285 Stage 2 Activity Centre Program controls	22/07/2026	Facilitates the development of new homes within 23 train and tram zone activity centres, grouped as Stage 2 of the Train and Tram Zone Activity Centres Program. The amendments do this by introducing new built form and height controls and applying those controls to the core of each activity centre, generally through new schedules to the Built Form Overlay (BFO). The amendments also apply the Housing Choice and Transport Zone (HCTZ) to the catchments of each activity centre.	Major Impacts Caulfield, Glen Huntly, Ormond, Bentleigh Activity Centres – core and catchment areas including McKinnon. Introduces new heights limits and deemed to comply elements.

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Table 13 State wide VC Planning Scheme Amendments

VC Planning Scheme Amendments October 2023 to 31 July 2026			
Amendment	**Gazettal Date**	**Brief Description**	**Impact on Glen Eira?**
VC246 Container Deposit Scheme	26/09/2023	Amendment VC246 introduces new land use controls in the Victoria Planning Provisions and all planning schemes to improve facilitation of Victorias Container Deposit Scheme. The amendment introduces a new land use term, Container deposit scheme centre, nested under Transfer station. The amendment also makes corrections to ordinance.	Minor
VC247 COVID 19 provisions	6/10/2023	Amendment VC247 extends planning exemptions under clauses 52.07 (Emergency recovery) and 52.18 (Coronavirus (COVID 19) pandemic and recovery exemptions) and makes corrections to ordinance introduced in VC246 related to Container deposit scheme centres.	No
VC241 Sign changes	17/10/2023	The amendment removes prohibitions for specified sign types for a Freeway service centre, Service station and Open sports ground in a zone where Category 4 - Sensitive areas sign controls apply.	No
VC253 Small second dwelling	14/12/2023	Amendment VC253 introduces a new land use term and siting, design and amenity requirements for a small second dwelling into the Victoria Planning Provisions (VPP) and all planning schemes to implement *Victoria's Housing Statement: The decade ahead 2024-2034* by making it easier to build a small second dwelling.	Minor New land use term
VC250 Gas connections	1/01/2024	The amendment supports Victorias Gas Substitution Roadmap (Victorian Government, 2022) by prohibiting new gas connections for new dwellings, apartments and residential subdivisions where a planning permit is required.	Minor

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VC249 Small second dwelling exemptions	15/01/2024	The amendment changes the Victoria Planning Provisions and all planning schemes in Victoria by exempting development for a small second dwelling from Development Contributions Plan requirements and correcting typographical errors related to small second dwellings.	No
VC254 VPP changes	12/02/2024	The amendment makes changes the Victoria Planning Provisions and all planning schemes related to Birrarung-Bolin Framework Plan, Proof of continuous use, signs in the Transport Zone and State projects.	Minor
VC244 Corrections	16/02/2024	The amendment makes administrative corrections to Clause 72.04 and various schedules to Clause 72.04.	No
VC256 Omnibus	15/03/2024	General omnibus amendment	No
VC259 DPU transition extension	28/03/2024	The amendment changes the VPP and all planning schemes in Victoria by extending the transitional arrangements for a dependent persons unit for a period of 12 months.	Minor
VC261 DFP expansion	4/04/2024	The amendment expands the operation of the existing Development Facilitation Program (DFP) planning provisions that fast-track the assessment of significant economic development by enabling an application for renewable energy facility, utility installation and associated subdivision to be assessed.	No
VC252 Corrections	26/04/2024	Amendment VC252 changes the VPP and 64 planning schemes in Victoria by correcting obvious or technical errors and by making consequential changes to local schedules to align with Amendment VC243 and Amendment VC253.	Minor

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VC262 Fire prevention notice exemptions	16/08/2024	Amendment VC262 exempts applications to remove, destroy or lop vegetation that comply if a fire prevention notice has been issued under the Fire Rescue Victoria Act 1958.	No
VC270 COVID 19 extension	11/10/2024	Amendment VC270 extends the outdoor dining planning exemptions under clause 52.18 (Coronavirus (COVID 19) pandemic and recovery exemptions) for a further 12 months.	Minor
VC263 Water supply catchments	22/11/2024	The Amendment makes changes to state policy relating to special water supply catchments and water quality, as well as improving references to the Catchment and Land Protection Act 1994 and updating references to policy documents	No
VC269 Future Homes	3/12/2024	The amendment makes changes to the VPP and all planning schemes to improve the operation of clause 53.24 Future Homes.	Minor New provision to facilitate housing
VC272 Emergency reconstruction	18/12/2024	The amendment modifies the timeframes at clause 52.10 (Reconstruction After an Emergency) from 5 to 7 years.	No
VC273 Government housing developments	19/12/2024	Amendment VC273 makes changes to clause 52.20 to apply to housing development that are wholly or partly funded by the Victorian or Commonwealth governments.	Minor Expands application of this provision

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VC237 Liquor licence permit removal and other updates	14/01/2025	The Amendment changes the VPP and all planning schemes in Victoria by introducing a permit exemption for a remote sellers packaged liquor licence under Clause 52.27, replacing references to EPAs Recommended Separation Distances for Industrial Residual Air Emissions document with the new Separation Distance Guideline and Landfill Buffer Guideline, replacing existing references to superseded state and regional waste and resource recovery plans with the new Victorian Recycling Infrastructure Plan, correcting typographical errors, updating formatting and ensuring language and references are accurate and up to date.	Minor Updates references
VC257 Introduces HCTZ and BFO for activity centre housing growth	25/02/2025	Amendment VC257 makes changes to the Victoria Planning Provisions (VPP) and all planning schemes to introduce Clause 32.10 Housing Choice and Transport Zone (HCTZ) and Clause 43.06 Built Form Overlay (BFO) to support housing growth in and around activity centres and other well-serviced locations in line with *Victoria's Housing Statement, The Decade Ahead 2024-2034.*	Major New controls for activity centres with deemed to comply elements and changes to notice and appeal rights.
VC274 Precinct Zone	28/02/2025	Amendment VC274 introduces the Precinct Zone (PRZ) at Clause 37.10 to support housing and economic growth in priority precincts across Victoria in line with *Victoria's Housing Statement* and the Victorian Government's vision for priority precincts, including Suburban Rail Loop precincts.	Minor New zone for priority zones
VC266 DPU transition extended	3/03/2025	The amendment extends the timeframe for the temporary planning provisions that allow for the use and development of land for a Dependent persons unit (DPU) by one year to 28 March 2026. The amendment also updates the permit requirements for DPU proposals affected by particular overlays.	Minor

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VC267 Townhouse and Low-Rise code (Clause 55 – up to 3 storeys) and 4 Storey Apartment standards (Clause 57)	6/03/2025	Amendment VC267 implements new residential development planning assessment provisions to boost housing construction to meet the housing needs of Victorians.	Major Deemed to comply assessments and approvals pathway for Clause 55. Removes most ability to consider zone purpose and policy provisions. Removes some appeal rights. Clause 55 now considers Neighbourhood Character, Liveability, External amenity and Sustainability.
VC276 Align schedules with Townhouse and Low-Rise code	2/04/2025	Amendment VC276 makes changes to the Victoria Planning Provisions (VPP) and all planning schemes to amend all residential zone schedules and Neighbourhood Character Overlay schedules to implement the new residential development planning assessment provisions and correct technical errors resulting from Amendment VC267.	Major Removes many of the variations in NCO and zone schedules.
VC280 Great Design Fast Track provision	7/04/2025	Amendment VC280 introduces the Great Design Fast Track into the Victoria Planning Provisions and all planning schemes in Victoria. The Great Design Fast Track implements a new planning assessment pathway to facilitate the delivery of high-quality townhouse and apartment developments.	Major New assessment pathway which allows for greater heights for certain developments.

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VC281 Yarra Strategic Plan provisions	14/04/2025	Amendment VC281 makes changes to the Victoria Planning Provisions and 34 planning schemes by amending clause 12.03-1R (Yarra River protection) to implement stage one of Burndap Birrarung burndap umarkoo, the Yarra Strategic Plan 2022-2032, February 2022. The amendment also introduces clause 51.06 to ensure responsible public entities have regard to the principles specified in the Yarra River Protection (Wilip-gin Birrarung murron) Act 2017.	No
VC275 Outdoor dining exemption	27/06/2025	The amendment introduces a planning exemption for outdoor dining on public land	Minor
VC286 Removal of Licensed premises permit	1/07/2025	The Amendment changes the VPP and all planning schemes in Victoria by removing the requirement for a planning permit for licensed premises.	Minor Permits no longer required.
VC258 DFP provision improvements	4/07/2025	The amendment improves the operation of the existing Development Facilitation Program (DFP) planning provisions at clauses 53.22 and 53.23 and expands the program eligibility to include gas projects and saleyards.	No
VC282 New Clause 54 provision – Single Home Code	11/08/2025	The amendment changes the Victoria Planning Provisions and all planning schemes in Victoria by introducing a new clause 54 (One dwelling on a lot or a small second dwelling on a lot), making consequential changes to give effect to the new residential development planning assessment provision and correcting technical errors made by Amendment VC267.	Major Deemed to comply pathway introduced. New residential standards. If certain standards are met the application must be assessed through VicSmart.

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VC279 Minor utility installation definition	21/08/2025	The amendment makes changes to the land use definition of Minor utility installation in the Victoria Planning Provisions and all planning schemes to ensure the appropriate planning assessment of large battery storage systems.	No
VC283 Implements *Plan for Victoria*	2/09/2025	The Amendment changes the Victoria Planning Provisions and all planning schemes in Victoria to implement *Plan for Victoria* (Department of Transport and Planning, 2025), update and introduce policy, remove reference to Plan Melbourne 2017-2050: Metropolitan Planning Strategy and make general drafting improvements and clarifications.	Major Introduces housing targets, new activity centre hierarchy and designations. Major changes to policy direction.
VC268 Victorian Transmission Plan	5/09/2025	Amendment VC268 is required to give effect to the Victorian Transmission Plan and update strategies to facilitate renewable energy development in declared renewable energy zones. Changes to references to the Climate Action Act 2017 are required to ensure that planning schemes are accurate.	No
VC292 Corrections to Clause 54	11/09/2025	Amendment VC292 makes changes to the Victoria Planning Provisions (VPP) and all planning schemes to include reference to the Neighbourhood Character Overlay (NCO) in the 'Application' section of clause 54 that was inadvertently omitted by Amendment VC282.	Minor
VC289 Canopy Tree permits and provisions	15/09/2025	Amendment VC289 introduces a planning permit requirement to remove, destroy or lop a canopy tree in residential areas at clause 52.37 (Canopy trees) into the Victoria Planning Provisions (VPP) and all planning schemes. Minimum canopy tree replacement requirements will apply to an application to remove a canopy tree. The amendment is required to implement Action 12 of *Plan for Victoria* to protect and enhance canopy trees.	Major Canopy tree removal permits now needed.

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VC288 VicSmart extension to 2 dwellings and 2 lots	18/09/2025	The amendment extends the streamlined VicSmart assessment process to include planning permit applications for the construction of two dwellings on a lot and the subdivision of land into two lots.	Major Alters how 2 dwelling and 2-lot subdivision applications are processed.
VC296 COVID 19 extension	17/10/2025	Amendment VC296 reinstates the operation of the existing coronavirus (COVID-19) pandemic and recovery exemption planning provisions until 30 June 2027.	No
VC294 Sign provision changes	27/10/2025	Amendment VC294 reforms sign provisions to exempt specified signs from planning permit requirements and remove mandatory permit expiration dates for most signs.	Minor
VC291 Native vegetation guidelines	30/10/2025	Amendment VC291 updates the Victoria Planning Provisions and all planning schemes to replace the Guidelines for the removal, destruction or lopping of native vegetation, 2017 with the version published in 2025 and amend clause 66.01 (Subdivision Referrals) to enable the direct referral of planning applications to Fire Rescue Victoria for the existing fire hydrant referral matter.	Minor
VC295 Name changes – VIDA Roads	7/11/2025	The amendment changes the VPP and all planning schemes to align the provisions with the new name for Major Road Projects Victoria (MRPV) to VIDA Roads.	Minor
VC297 SRL minor projects facilitation	19/11/2025	Amendment VC297 creates an efficient approvals pathway for permits to facilitate the assessment of minor projects to support the delivery of the broader Suburban Rail Loop Authority transport program, including Suburban Rail Loop East.	No

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VC301 Corrections to canopy tree requirements	21/11/2025	Amendment VC301 corrects Clause 52.37 table of permit exemptions to ensure public authorities and municipal councils do not require a permit to remove, destroy or lop a canopy tree to construct or maintain the transport system.	Minor
VC298 Level Crossing Removal provision updates	25/11/2025	Amendment VC298 updates Clause 52.03 to reflect the Level Crossing Removal Projects (LXRP) name change to Victorian Infrastructure Delivery Authority (VIDA) Rail and expand the clauses application to projects carried out by or on behalf of VIDA Rail. The amendment also updates reference to the Guidelines for removal, destruction or lopping of native vegetation (DEECA, 2025).	Minor
VC277 Car parking rate reforms	18/12/2025	Amendment VC277 amends car parking requirements to align car parking rates with demand and reduce the number of car parks required in locations well-serviced by public transport.	Major New car parking rate requirements
VC278 SLO application to waterways	23/12/2025	Amendment VC278 applies Significant Landscape Overlays (SLOs) to 17 waterways within the Yarra (Birrarung) and Waterways of the West catchments. The controls preserve the unique landscape character, cultural values, amenity and ecological health of each waterway. The amendment also strengthens state policy for waterways and includes updates to existing SLOs within the Waterways of the West and Rivers of the Barwon catchments.	No
VC303 Updates BFO provision	6/01/2026	The Amendment changes the VPP and 10 planning schemes in Victoria by updating clause 43.06 (Built Form Overlay) to improve clarity, simplify complexity and support preferred built form outcomes.	Minor
VC265 Corrections to VPPs	4/02/2026	Amendment VC265 makes corrections and updates to the Victoria Planning Provisions and all planning schemes to ensure they are current and accurate.	Minor

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VC245 Statements of Planning Policy – Surf Coast and Macedon Ranges	13/02/2026	Amendment VC245 makes changes to give effect to the Surf Coast Statement of Planning Policy (SPP) and Bellarine Peninsula SPP. The amendment improves the clarity of the VPP and Macedon Ranges Planning Scheme by removing the particular provision at Clause 51.07 (Macedon Ranges SPP). The amendment also makes administrative changes to the Greater Geelong Planning Scheme.	No
VC300 Mid-Rise code	19/03/2026	Amendment VC300 changes the VPP and all planning schemes in Victoria by implementing the Mid-Rise Code to introduce new deemed to comply assessment provisions for four to six storey residential development in residential zones.	Major New code for 4-6 storey developments with deemed to comply pathway. Limits third party review ability.
VC304 Extends DPU provisions	23/03/2026	Extends the expiry date of the Dependent Persons Unit temporary provisions	Minor
VC308 Aligns residential zones to Mid-rise code	17/04/2026	Amendment VC308 changes the VPP and all planning schemes in Victoria to update all schedules to the Mixed Use Zone, Township Zone and Residential Growth Zone to align with the operation of the Mid-Rise Code introduced by Amendment VC300 and to correct technical errors associated with Amendment VC300.	Minor

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VC307 VicSmart thresholds	20/04/2026	The Victoria Planning Provisions and all planning schemes are amended to increase the estimated cost of development thresholds for classes of VicSmart application to account for increased building construction costs in Victoria since their introduction and to provide for future cost inflation. Increasing the thresholds enables more applicants to benefit from the time, cost savings and certainty of the VicSmart application process.	Minor Expands applications under the VicSmart pathway
VC232 Government department references	28/04/2026	The Amendment changes the VPP and all planning schemes in Victoria by correcting and updating references to government departments, statutory authorities and ministerial portfolios in local provisions following Machinery of Government changes effective 1 January 2023.	Minor
VC248 Bushfire measures	5/05/2026	The amendment improves bushfire planning by updating terminology and measures, increasing and clarifying planning permit exemptions for dwellings and other buildings, and updating decision guidelines that apply to the Bushfire Management Overlay. The amendment also inserts decision guidelines for specified development within the bushfire prone area at clause 53.02 Bushfire Planning.	No
VC309 Hemp brick production	12/05/2026	The amendment clarifies that hemp brick production is included as a rural industry and requires a planning permit to produce hemp bricks in rural zones.	No
VC311 Aligns Parking Overlay with parking reforms	9/06/2026	Amends clause 45.09 (Parking Overlay) to align with the changes made to clause 52.06 (Car parking) by Amendment VC277 in December 2025 as part of the car parking reforms. The amendment also makes consequential changes to clause 52.06.	Minor Changes parking overlay
VC312 Corrections	16/06/2026	Corrections and updates to the Victoria Planning Provisions and planning schemes to ensure they are current and accurate.	Minor

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Appendix 2: Planning Scheme Reviews Advisory Note, March 2026 – Department of Transport and Planning

Planning Scheme Reviews

Advisory note, March 2026

VICTORIA State Government | Department of Transport and Planning

Section 12B of *the Planning and Environment Act 1987* (the Act) requires a planning authority to regularly review the provisions of the planning scheme.

The purpose of the review is to enhance the effectiveness and efficiency of the planning scheme in achieving the objectives of planning in Victoria, and the objectives of the planning framework established by the Act.

The review must evaluate the planning scheme to ensure that it:

- is consistent with the Ministerial Direction - the Form and Content of Planning Schemes;
- sets out effectively the policy objectives for use and development of land in the area to which the planning scheme applies; and
- makes effective use of State provisions and local provisions to give effect to State and local planning policy objectives.

The review is an audit of the performance of the planning scheme at a point in time and will inform the continuous improvement of the planning scheme.

The review is likely to identify changes or additional strategic work that would improve the performance of the planning scheme. Any proposed improvements to the planning scheme that flow from the review should be carried out as planning scheme amendments separate to the review.

Upon completion of the review, the planning authority must without delay report the findings of the review to the Minister. The outcomes of each council's planning scheme review are due to be reported to the Minister for Planning by the end of October 2026.

The priorities for each planning scheme will depend on local circumstances.

This advisory note sets out the matters recommended by DTP to be addressed in a review undertaken in 2026.

Local policy and planning tools

1. Identify any inconsistencies between local policies and state and regional policies in the Planning Policy Framework (PPF) resulting from changes made by Amendment VC283 (*Plan for Victoria*) and other amendments to the PPF since the last planning scheme review.

2. Identify any conflicts between local policies and schedules, and changed state standard provisions, including:
   - clause 52.06 (Car parking) – amended
   - clause 52.27 (Licensed premises) – deleted
   - clause 52.37 (Canopy trees) – new
   - clause 54 (One dwelling on a lot or a small second dwelling on a lot) – amended
   - clause 55 (Two or more dwellings on a lot and residential buildings) – amended
   - clause 57 (Two or more dwellings on a lot and residential buildings of four storeys) – amended

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Housing and residential development

3. Where DTP has advised that the planning scheme does not currently have capacity to meet its housing target, review residential zones and overlays in consultation with DTP to identify appropriate strategic responses to ensure the planning scheme has sufficient capacity as assessed by DTP's Housing Capacity Assessment Platform.

4. Where DTP has advised that the scheme is likely to have capacity to meet its housing target, review policy, zones and overlays to ensure increased housing is enabled in appropriate locations, particularly where access to opportunities and services is highest.

5. Consider the distribution of housing capacity to meet the greenfield and established area housing targets for growth municipalities and major regional cities (Ballarat, Greater Bendigo and Greater Geelong).

6. Review the application of residential zones considering Planning Practice Note 90 *Planning for Housing* and Planning Practice Note 91 *Using the residential zones*.

7. Review any neighbourhood character policy in the context of the reforms to the residential development provisions.

Settlement boundaries

8. In rural and regional areas, identify settlement boundaries or identify issues to be resolved to establish a settlement boundary.

Green wedges

9. For councils required under Part 3AA of the Act to prepare, adopt and review green wedge management plans (that is, councils with green wedge land), consider the requirements of the *Ministerial Direction on the preparation and content of Green Wedge Management Plans* to ensure plans are in place for all green wedges and existing plans are reviewed and up to date in planning schemes.

Form and content

10. Resolve any inconsistencies in terminology with Plan for Victoria activity centres hierarchy and regional settlement hierarchy.

11. Ensure all schedules align with their relevant schedule template.

12. Review special purpose zones to ensure land use terms are up to date.

Removing roadblocks to improvement

13. Assess whether new *Victoria Planning Provisions* tools would be more appropriate to implement planning objectives. For example, the Built Form Overlay in place of existing overlays or the Precinct Zone in place of the Activity Centre Zone or Special Use Zone.

Environmental risks

14. Identify where mapping of environmental risks should be updated.

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Resources

Guide to Council Planning Scheme Reviews available from the Department of Transport and Planning Regional Planning Hub

Practitioner's guide to Victoria's planning schemes

Using Victoria's Planning System

Contacts

Metropolitan Planning Services	
North/West Region	steven.cox@transport.vic.gov.au
South/East Region	melena.mckaskill@transport.vic.gov.au
Regional Planning Services	
Barwon South West/Grampians	heather.forsyth@transport.vic.gov.au
Gippsland	suzy.thomas@transport.vic.gov.au
Loddon Mallee/Hume	elke.cummins@transport.vic.gov.au

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Contact us

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield 3162
PO Box 2421, Caulfield Junction 3161

Phone: (03) 9524 3333
Fax: (03) 9523 0339

mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

Mayor, Councillor Simone Zmood

Phone: 0466 469 776

SZmood@gleneira.vic.gov.au

Chief Executive Officer, Lucy Roffey

Phone: 03 9524 3333

LRoffey@gleneira.vic.gov.au

National Relay Service

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service and then ask for (03) 9524 3333.

Online: https://internet-relay.nrscall.gov.au
Teletypewriter (TTY): 13 36 77
Speak and Listen: 1300 555 727

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10.3 KOORNANG ROAD STREETSCAPE MASTERPLAN - ADOPTION

Author: *James Bryan, Principle Urban Planner*

Director: *Rosa Zouzoulas, Director Planning and Place*

Trim No: *26/1221202*

Attachments:
1. *Attachment 1: Koornang Road Streetscape Masterplan* ⇩
2. *Attachment 2: Summary of community engagement & responses* ⇩
3. *Attachment 3: Engagement Report - BSBP Koornang Road (Stage 2)* ⇩

EXECUTIVE SUMMARY

The *Koornang Road Streetscape Masterplan* (the Masterplan, **Attachment 1**) provides a long-term vision to guide the revitalisation of Carnegie's main street over the next five to ten years, delivering a greener, safer and more attractive public realm that supports community wellbeing, the local economy and climate resilience.

Developed in response to the Carnegie Structure Plan 2022 and Better Streets Better Places 2023-2033, the Masterplan was informed by extensive technical investigations and a two-stage community engagement process involving more than 460 community contributions.

The community engagement process confirmed strong support for increased tree canopy, shade, landscaping, pedestrian safety and public realm improvements, with 70% of respondents indicating the draft Masterplan reflected community priorities. Feedback from residents, Carnegie Traders Association, the Diverse, Welcoming and Accessible Places Advisory Committee and stakeholders informed a range of refinements to the final Masterplan, including improved wayfinding, additional seating and bicycle parking, revised pedestrian safety treatments, expanded gateway signage and adjustments to parking bay layouts.

While some suggestions could not be incorporated due to project scope, technical constraints or external authority responsibilities, all submissions were considered in finalising a balanced and achievable Masterplan that establishes a strategic framework for staged future investment in Koornang Road, Carnegie.

RECOMMENDATION

That Council adopts the *Koornang Road Streetscape Masterplan* (**Attachment 1** to this report).

BACKGROUND

Koornang Road is the principal retail, hospitality and community focus of the Carnegie Major Activity Centre and is recognised as one of Glen Eira's most active and successful commercial precincts.

The centre serves a broad catchment, supports a vibrant day and night economy and provides strong connections to transport, including Carnegie Station and the Djerring Trail.

The Carnegie Structure Plan 2022 identified Koornang Road as a priority location for public realm improvements and specifically recommended preparation of a streetscape masterplan to guide future investment and revitalisation works.

In addition, Council's Better Streets Better Places strategy identifies Koornang Road as a high-priority activity centre upgrade location, while the Council Plan 2025–2029 commits

Council to creating diverse, accessible and welcoming places that support community wellbeing, economic prosperity and local identity.

The preparation of the Masterplan responds to these strategic directions and provides a long-term vision to guide future public realm improvements over the next five to ten years.

The Masterplan focuses on the public realm along Koornang Road between Dandenong Road and south of Neerim Road. The public realm improvements focus on a range of assets including footpaths, landscaping, trees, street furniture, pedestrian crossings, public art opportunities, signage, wayfinding and selected roadway improvements.

The development of the Masterplan was supported by a range of technical assessments and studies, including:

- Arboricultural assessments.
- Traffic modelling and analysis.
- Flood modelling.
- Lighting audits.
- Underground service investigations.
- Pedestrian and vehicle movement studies.
- Feature and levels surveys.

These investigations identified a range of opportunities and constraints that influenced the final design outcomes.

Together, these improvements establish a coordinated framework that enhances landscape character, pedestrian safety and promotes and sustains the economic vitality of the Koornang Road activity centre into the future.

ISSUES AND DISCUSSION

The Masterplan has been informed by comprehensive investigations to address existing site constraints to improve the amenity and function of the Koornang Road streetscape for the community and traders. Numerous design interventions were explored. However, the investigations consistently highlighted the significant physical and operational constraints affecting the Koornang Road corridor, including extensive underground services, continuous awnings, overhead infrastructure, increasing flood risk, and the requirement to maintain access, servicing and parking to support local businesses and street activity.

While many potential interventions were ultimately found to be impractical or unachievable, the process was critical in testing and validating options, ensuring the proposals put forward in the Masterplan represent the most realistic and achievable outcomes for the street, balancing technical constraints while maximising public realm improvements and responding to the community’s aspirations.

Overall, community feedback demonstrated strong support for the draft Masterplan and its proposed direction, with 70% of quick poll respondents indicating that the draft Masterplan reflected the priorities ‘very well’ or ‘fairly well’. Increased trees, shade and greenery were the most strongly supported elements of the proposal, while improvements to footpaths, pedestrian crossings, seating, lighting and public spaces also received significant support.

Key areas identified for refinement in the Masterplan included:

- Parking changes:
    - Request for less car parks to be removed as part of the plan

  - Request for construction of multi-storey car park

- Improve traffic movement:
  - Prevent U-turns,
  - Synchronise traffic signals
  - Better enforcement of bike riders on footpath

- Further changes to proposed canopy trees:
  - Species that don't drop leaves or block sightlines to businesses
  - Increase canopy tree numbers

Amendments to the draft Koornang Road Streetscape Masterplan

After reviewing the submissions received, the Masterplan was refined to respond to key themes raised by the community, the Carnegie Traders Association and the Diverse, Welcoming and Accessible Places Advisory Committee. The updates made to the Masterplan include:

- Flexibility on tree species selection and locations, given limitations of underground services and need for species to adapt as conditions change.
- Introduction of "Welcome to Koornang Road" signage at either end of the shopping strip.
- Incorporation of findings from Stage 2 engagement and the Gender Impact Assessment.
- Revisions to formatting and layout.

The following pieces of feedback are supported and will be addressed throughout the next stages of the Masterplan implementation:

- Bollards and low-level garden beds to replace pedestrian fences in some key locations (including intersections at Neerim Road and Dandenong Road).
- Improved wayfinding (proposed through use of footpath markers and consistent signage design).
- Additional seating and bicycle hoops to be provided across the length of the street (specific locations and details to be resolved at detail design stage).
- Investigation of potential to use illuminated sign at Carnegie Library for promotion of local events.
- An accessibility audit will be undertaken at the detail design phase, to identify opportunities to enhance accessibility and inform the final design outcomes

While all feedback has been carefully considered, some requested changes cannot be addressed directly through revisions to the Masterplan. This is because they relate to issues that are outside the scope of the project; are subject to the requirements or approvals of external authorities; or cannot be addressed through design interventions.

- Ongoing advocacy with local Police to strengthen enforcement of street-related compliance and safety issues (no smoking, Uber bike riders on footpath, anti-social behaviour, U-turn enforcement).

- Advocacy to VicTrack to seek permission for Koornang Road specific artwork to be painted on the sky-rail supporting infrastructure.

One issue that received a mixed response was in relation to the reduction in car parking to accommodate canopy tree planting. Several comments supported reducing on-street parking (removal of 5 spaces from the existing 89 spaces) to create space for 15 canopy trees, and several others requested further parking removal along the street to accommodate more canopy tree planting. In contrast, some responses opposed removal of any car parking spaces to install trees. However, as the consultation revealed strong support for greening of the centre, the number of trees proposed and resulting reduction of 5 car parking spaces has remained a feature of the final Masterplan. Officers will continue to investigate where potential parking offsets can be accommodated within the surrounding street network.

A key objective of the Koornang Road Masterplan is to deliver meaningful improvements to the safety, amenity and functionality of the centre. Throughout the project, a broad range of opportunities to enhance the public realm were explored. However, detailed investigations into flood behaviour, traffic operations, parking demand and the corridor's extensive physical constraints demonstrated that many conventional streetscape improvements could not be implemented without creating significant operational, access or flood-related impacts.

As a result, increased greening has emerged as the most significant transformative element of the Masterplan - and one that was identified as a key aspiration for the local community. The proposed introduction of canopy trees in kerbside tree pits will deliver a noticeable improvement in the character, comfort and environmental performance of Koornang Road. Consistent with the strong community support for greening identified through consultation, this approach provides the greatest opportunity to achieve lasting and visible change within the practical constraints of the street.

For a full summary of submissions received and responses to the key submission themes, refer to **Attachment 2**. For a summary report of Stage 2 community engagement and results, see **Attachment 3.**

Further detail and summary on the community engagement processes throughout the preparation of the Masterplan is provided in the ‘Communication and Engagement’ section of this report.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The *Koornang Road Streetscape Masterpla*n supports the delivery of Council's Climate Emergency Response Strategy 2025–2029 and contributes to broader environmental stewardship objectives through:

- Increased urban tree canopy.
- Expanded garden bed planting.
- Water Sensitive Urban Design initiatives.
- Improved urban cooling outcomes.
- Increased shade and thermal comfort.
- Enhanced biodiversity outcomes.
- Passive stormwater management and irrigation opportunities.

The proposed tree planting program and integrated landscape improvements will contribute positively to urban heat reduction and support Council's urban forest objectives.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Implementation of the Masterplan will occur progressively through current and future capital works programs, budget processes and external funding opportunities. There is a $2M allocation in the 2026/27 budget to commence Stage 1 works. Stage 1 is a multi-year project with works continuing into the 2027/28 financial year.

The Masterplan provides a strategic framework that enables Council to stage works across multiple financial years, reducing disruption to businesses, residents and visitors while ensuring projects can be aligned with available resources and budget priorities.

Future delivery of projects identified within the Masterplan will be subject to:

- Detailed design investigations.
- Future Council budget consideration beyond current commitments.
- Service authority approvals, where applicable.
- Department of Transport and Planning approvals, where required.
- Melbourne Water approvals, where applicable.
- Further engagement with local traders and residents regarding the timing of works

The staged implementation approach allows Council to manage financial risks, maintain operational continuity being flexible around key trading periods.

The Masterplan also promotes long-term asset sustainability through the use of a durable and consistent material palette, standardised street furniture and coordinated public realm design outcomes, all of which align with Council's adopted *Street Design Guidelines.*

Ongoing maintenance requirements and lifecycle costs will be considered through future design and delivery phases.

The financial, resource, risk and asset management implications associated with the Masterplan can be managed through staged delivery, effective project governance and ongoing strategic prioritisation.

POLICY AND LEGISLATIVE IMPLICATIONS

The Masterplan supports the implementation of:

- Council Plan 2025–2029
- Carnegie Structure Plan 2022
- Better Streets, Better Places 2023-2033
- Glen Eira Street Design Guidelines 2023
- Urban Forest Strategy 2021
- Biodiversity Plan 2025–2029
- Climate Emergency Response Strategy 2025–2029
- Glen Eira Placemaking Strategy 2023–2027
- Integrated Transport Strategy 2018–2031

COMMUNICATION AND ENGAGEMENT

Consultation and engagement to inform the development of the *Koornang Road Streetscape Masterplan* occurred in two stages.

Stage 1:

Initial community engagement was undertaken between 9 June and 6 July 2025 to identify community priorities and inform preparation of the draft Masterplan.

Council received a total of 314 contributions through:

- 281 online survey responses
- 20 comments from community pop-up sessions
- Eight public forum contributions
- One workshop with the Carnegie Traders Association

The engagement identified three clear community priorities:

1. More garden beds and street trees
2. Improved pedestrian safety
3. Better footpaths and pavement

These priorities directly informed the development of the draft *Koornang Road Streetscape Masterplan*

Stage 2:

Public exhibition of the draft *Koornang Road Streetscape Masterplan* was undertaken from 1 June to 28 June 2026 at the Consult level of the IAP2 (Spectrum of Public Participation).

A comprehensive communications campaign was undertaken to encourage participation and ensure a broad cross-section of the community was informed of the opportunity to provide feedback. The engagement program included:

- A Have Your Say project page
- Online survey and quick poll
- Two community pop-up sessions on Koornang Road
- Direct engagement with businesses
- Email, phone and written submissions
- Social media promotion
- Community engagement newsletters
- Posters installed throughout the street and a billboard at Carnegie Library and Community Centre
- Promotion through Council facilities and stakeholder networks
- Presentation to the Diverse, Accessible, Welcoming Places Advisory Committee
- Presentation to the Carnegie Traders Association

The second stage of engagement was widely circulated and had a good reach and participation, including:

- 857 views and 758 visits to the Have Your Say page.
- More than 15,000 social media views.
- Over 9,300 people reached through social media channels.
- More than 4,400 community engagement newsletter recipients.

- Distribution of 358 project postcards.

Council received 150 pieces of feedback during the exhibition period, comprising:

- 69 survey submissions.
- 68 quick poll responses.
- 10 email submissions.
- Three written comments from community pop-ups.

Targeted engagement was also undertaken with the Carnegie Traders Association and Council's Diverse, Accessible and Welcoming Places Advisory Committee. Feedback from these groups, together with broader community submissions, informed refinements to the final Masterplan, including the inclusion of gateway signage opportunities, further clarification regarding maintenance responsibilities, accessibility considerations, traffic management measures and bicycle parking provision. While not all suggestions could be incorporated due to technical, financial and site constraints, all submissions were reviewed and considered in finalising the Masterplan.

The engagement process confirmed strong community support for a greener, safer and more attractive Koornang Road and helped ensure the final Masterplan reflects both community aspirations and practical delivery considerations.

LINK TO COUNCIL PLAN

Strategic Direction 2: Diverse, welcoming and accessible places
Our places are safe, healthy and versatile

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 *Koornang Road Streetscape Masterplan* establishes a clear and achievable long-term vision for one of Glen Eira's most important activity centres.

The Masterplan responds directly to community aspirations for a greener, safer and more attractive streetscape while addressing identified challenges relating to pedestrian safety, public amenity, ageing infrastructure and declining urban canopy.

Through adoption of the Masterplan, Council will establish a strategic framework to guide future investment in Koornang Road, support a thriving local economy, improve public spaces and enhance the experience of residents, businesses and visitors. Further, it will position Council to deliver staged public realm improvements that strengthen local identity, support climate resilience and create a more welcoming and vibrant Koornang Road for current and future generations.

Glen Eira City Council

Koornang Road Streetscape Masterplan 2026



City of GLEN EIRA

GLEN EIRA CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTE RNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST

KOORNANG ROAD — STREETSCAPE MASTERPLAN

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LOOKING SOUTH TOWARDS NEERIM ROAD

FUTURE VISION: CANOPY TREES AND PEDESTRIAN SIGNALS AT CROSSING

DOCUMENT DETAILS

Prepared by:	City Design Team — Glen Eira City Council
Version:	B — Final
Date:	August 2026
Technical reports:	Arboriculture assessments — Homewood Consulting Pty Ltd
	Traffic and flood modelling — Stantec Pty Ltd
	Lighting audit — Ironbark Sustainability Pty Ltd
	Underground service mapping — Utility Mapping Pty Ltd
	Vehicle and pedestrian counts — Matrix Traffic and Transport Data Pty Ltd
	Flood modelling data — Melbourne Water
	Feature and levels survey — South Coast Surveyors Pty Ltd



CHAPTER 1
INTRODUCTION

KOORNANG ROAD — STREETSCAPE MASTERPLAN

INTRODUCTION

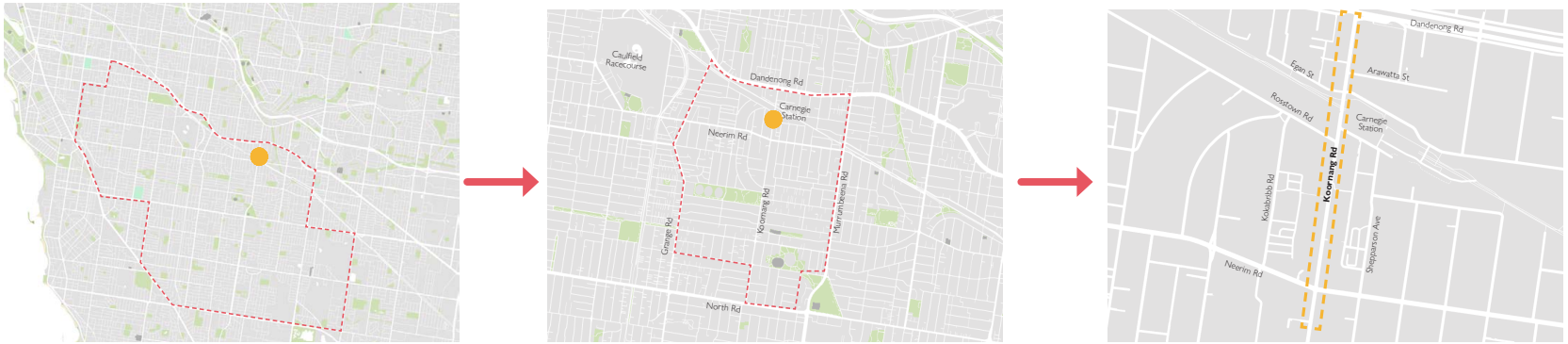
Koornang Road is one of the most successful commercial strips within the municipality of Glen Eira, with a two percent vacancy rate and a thriving night-time economy. However, while the commercial elements within the street are thriving, the public realm is tired and the landscaping along the street is in decline. There is a clear lack of 'identity' and cohesion with street furniture and paving across the length of the commercial streetscape. We have also heard from the community regarding ongoing safety concerns for pedestrians, issues with traffic management and parking, as well as a lack of vegetation along the street.

Council's *Better Streets Better Places* strategy prioritises public realm upgrades across each activity centre within the municipality and identifies Koornang Road as a 'high priority' centre for future upgrades. The *Council Plan 2025–2029* also supports continued investment to maintain 'diverse, accessible and welcoming places' (Strategic Direction 2), which includes ensuring activity centres like Carnegie are safe, vibrant and well-connected and support a thriving local economy.

In response to the existing conditions along Koornang Road and the strategic context we set, the *Koornang Road Streetscape Masterplan*:

- builds upon the overarching strategic goals and demonstrates Council's commitment to supporting and enhancing Koornang Road as a thriving commercial centre into the future
- identifies opportunities that will retain the valued qualities of the street, while revitalising Koornang Road and maximising its potential, in-line with the feedback from the community
- sets the long-term vision and implementation strategy for the improvement of Koornang Road for the next five to 10 years, between Dandenong Road to south of Neerim Road.

- PROJECT INCEPTION
- SITE ANALYSIS
- STAGE 1 COMMUNITY ENGAGEMENT
  Problems, opportunities and priorities (June 2025)
- DRAFT MASTERPLAN DEVELOPMENT
- STAGE 2 COMMUNITY ENGAGEMENT
  Draft Masterplan feedback (June 2026)
- ANALYSIS AND REVISIONS BASED ON FEEDBACK
- FINAL MASTERPLAN



GLEN EIRA MUNICIPALITY CARNEGIE KOORNANG ROAD

SCOPE

WHAT WILL THIS MASTERPLAN ADDRESS?

The scope of the *Masterplan* will include all public realm areas between the building frontages and the street kerb on both sides of the street between Dandenong Road to just south of Neerim Road.

An example of the types of issues and assets to be reviewed as part of the *Masterplan* includes:



Footpaths along Koornang Road

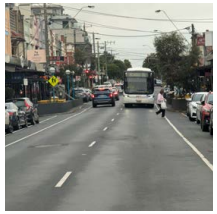

Trees and landscaping


Street furniture (seats, bins, bike hoops etc.)



Signage and wayfinding


Car park linemarking


Roadway linemarking


Public artwork


Side street crossing points


Crossing points over Koornang Road

MASTERPLAN BOUNDARIES



WHAT IS OUTSIDE THE SCOPE?

The character and experience of Koornang Road extends well beyond the footpath areas, to include road spaces, transport routes, businesses and the intangible 'feel' of a place, among others. The *Masterplan* is focused on a specific section of Koornang Road.

This is to ensure that the design is realistic, achievable and within a reasonable budget for Council to implement.

The following areas and issues are outside of the scope for this *Masterplan*:

- Side streets that intersect onto Koornang Road (beyond the direct point of intersection)
- Laneways that connect onto Koornang Road
- Any works within the private realm (commercial, residential etc.)
- Any works associated with Carnegie Station
- Installation of new car parking areas (outside of re-linemarking existing bays along Koornang Road)
- Removal of overhead powerlines
- Consideration of new planning controls to guide future development of buildings (these were considered as part of the *Carnegie Structure Plan* and will be further considered as part of the State Government *Activity Centre Program*)

All the proposed design strategies and projects within this *Masterplan* are high-level concepts. They will require further detailed investigations covering traffic, underground and overhead services, flooding and approvals during future design stages.

KOORNANG ROAD — STREETSCAPE MASTERPLAN

STRATEGIC CONTEXT

STRATEGIC CONTEXT AND FRAMEWORK

This *Masterplan* is informed by our integrated framework of strategies and plans, which guide decision-making from our strategic vision to on-ground delivery. The *Council Plan* provides the overarching direction, supported by higher-order strategies, while the *Carnegie Structure Plan* specifically identifies Koornang Road as a priority location for a dedicated *Streetscape Masterplan*, to support the activity centre's role and future growth.

This *Masterplan* translates strategies into a long-term vision for Koornang Road and will act as the primary reference for future capital works. Implementation will occur progressively, with streetscape upgrades delivered over time.

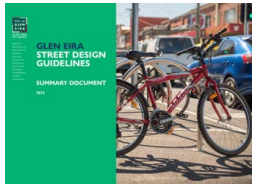
ACTIVITY CENTRE UPGRADE PRIORITY:



BETTER STREETS, BETTER PLACES

Sets out the key priorities to be addressed in each centre and prioritises Koornang Road in Carnegie as a 'high priority' for future upgrades.

ACTIVITY CENTRE DESIGN MANUAL:



STREET DESIGN GUIDELINES

Sets the materials, furniture and design details to be used in future streetscape upgrades across Glen Eira.

SUPPORTING STRATEGIES:

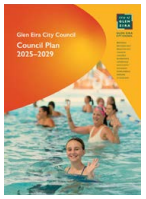


- **URBAN FOREST STRATEGY**
- **BIODIVERSITY PLAN 2025—2029**
- **CLIMATE EMERGENCY RESPONSE STRATEGY 2025—2029**
- **GLEN EIRA PLACEMAKING STRATEGY 2023—2027**
- **INTEGRATED TRANSPORT STRATEGY 2018—2031**

While there are many Council strategies that influence the *Koornang Road Streetscape Masterplan*, the strategies listed here directly shape the *Masterplan* by prioritising increased tree canopy, biodiversity-sensitive design, climate resilience and high-quality public realm outcomes that support local identity and activity.

They also guide the street's function and layout by balancing sustainable transport, pedestrian comfort and placemaking to create a greener, safer and more vibrant activity centre main street.

OVERARCHING STRATEGIES:



COUNCIL PLAN 2025—2029

Identifies our priorities over the next four-year Council term. Includes a commitment to creating 'diverse, accessible and welcoming places' (Strategic Direction 2).

CARNEGIE SPECIFIC:



CARNEGIE STRUCTURE PLAN 2022

A 15-year strategy to manage the growth and improvement for Carnegie addresses population growth, development controls and infrastructure upgrades. Calls for the preparation of a streetscape masterplan for Koornang Road to inform future works.

KOORNANG ROAD SPECIFIC:



KOORNANG ROAD STREETSCAPE MASTERPLAN (THIS DOCUMENT)

Proposes specific infrastructure upgrades to Koornang Road.

Future public realm projects along Koornang Road will be informed by the concepts and actions in this Masterplan.



FUTURE PUBLIC REALM PROJECTS ON KOORNANG ROAD

Individual projects will be staged for delivery.



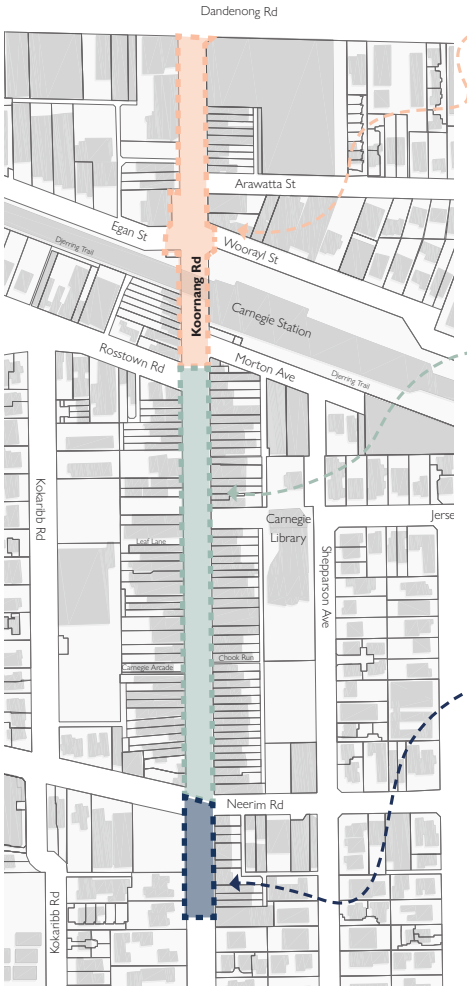
CHAPTER 2
ANALYSIS AND OPPORTUNITIES

KOORNANG ROAD PRECINCTS

KOORNANG ROAD PRECINCTS

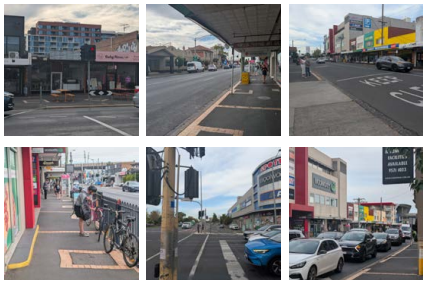
There are three distinct character precincts along the commercial stretch of Koornang Road:

1. Northern Precinct (Dandenong Road — Carnegie Station)
2. Central Precinct (Carnegie Station — Neerim Road)
3. Southern Precinct (south of Neerim Road)



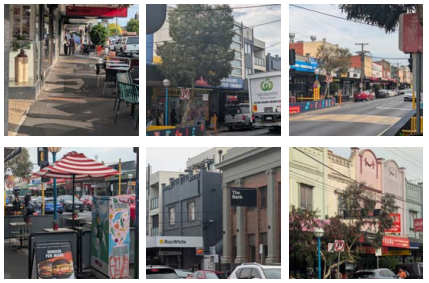
NORTHERN PRECINCT:
DANDENONG ROAD — CARNEGIE STATION

This area has a high volume of vehicle traffic due to the large shopping centre on the corner of Dandenong/Koornang Road. The area also includes the Djerring Trail that runs underneath the rail corridor and the recently upgraded Carnegie Station.



CENTRAL PRECINCT:
CARNEGIE STATION — NEERIM ROAD

The largest and busiest section of Koornang Road, acting as the 'core' of Carnegie. Shops have a consistent frontage along the street and there is activity on the footpath, including outdoor dining, displays and seating areas. Also includes several key laneway connections to rear carpark areas and the large forecourt to the Carnegie Library and Community Centre.



SOUTHERN PRECINCT:
SOUTH OF NEERIM ROAD

South of Neerim Road there are several shops along the eastern side of Koornang Road that continue to provide outdoor dining and activation of the street. The large parcel of land on the corner of Neerim and Koornang Roads remains undeveloped at this time.



SURVEYING KOORNANG ROAD — PART 1

There are many aspects beyond those listed here that go into making Koornang Road a great and successful street.

However, to help understand the existing conditions of the street and what may need addressing, the following pages outline examples of the public features that make up Koornang Road.



VEGETATION

There are sparse examples of vegetation along Koornang Road. Existing street trees are generally small Figs/Bay Laurels that have been clipped into a 'lollipop' shaped form.

Larger trees towards the Carnegie Library and Community Centre forecourt have grown close to powerlines and have been heavily pruned on one side.









FOOD AND SHOPPING

The main attraction of Koornang Road is the excellent mix of shops and the broad variety of offerings, from great restaurants, retail and services.

This is one of the strongest drawcards of Koornang Road and creates the sense of vibrancy and activity that makes the street busy, day and night.

Outdoor dining along the footpath is a defining feature of the street and should be supported by a high-quality footpath and public realm.









STREET FURNITURE

A wide variety of street furniture adorns Koornang Road. The street is quite well serviced with seats, bins and bike hoops. Most public assets are colourfully painted and stand out within the street.

However, there is a lack of consistency across the styles of furniture. Furniture has been progressively installed across the years and this ad hoc style of installations has resulted in a disjointed character.









SURVEYING KOORNANG ROAD — PART 2

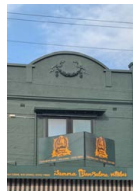
PAVEMENT

The predominant pavement along Koornang Road footpath is asphalt with clay brick banding. There are patches of repair works and uneven surfaces across the length.




HERITAGE FABRIC

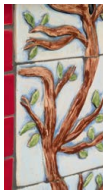
Most buildings along both sides of Koornang Road are protected by a Heritage Overlay. The heritage precinct has intact buildings dating to the Late Federation, Inter-war and post — World War 2 periods.




PATTERNS AND DETAILS

There is a wide variety of detailed patterns and colourful details to be found along shopfronts across the commercial strip. These details tell stories of place and enhance the public realm.



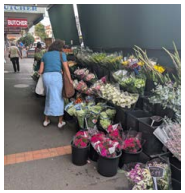




OUTDOOR TRADING

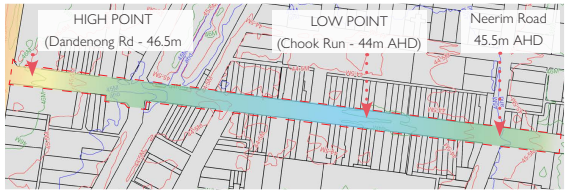
The street is bustling with activity at all times of the day, from outdoor dining to market style stalls. This brings a vibrancy, however it must be carefully managed to ensure the footpath remains accessible.



TOPOGRAPHY

Koornang Road slopes gently down from Dandenong Road, to a low point at the Chook Run pedestrian crossing. Overall the road falls 1m across the length of the study area.



SIGNAGE

There is a large amount of signage along Koornang Road (e.g. advertisements, parking restrictions and traffic signs). A rationalisation of the public signage could assist in 'decluttering' the street.






UTILITY SERVICES

The street is filled with many utility services (gas, electricity, Telstra etc.). Many sit within the footpath paving, but services also exist above (powerlines, lights, traffic lights).

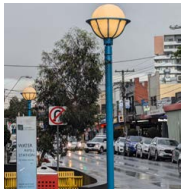




LIGHTING

A mix of lights illuminate the street. Public amenity lights are limited and most illumination comes from street lights and shopfronts and illuminated advertising signs.



INITIAL COMMUNITY ENGAGEMENT

ENGAGEMENT APPROACH

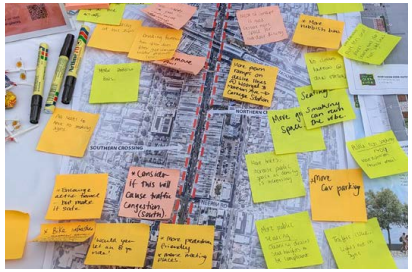
Initial community engagement was undertaken over a four-week period from 9 June to 6 July 2025. This was to understand the existing issues on Koornang Road and the key priorities to be addressed in the draft *Masterplan*. We received 314 pieces of feedback, comprised of:

- 281 survey submissions (*Have Your Say* web page)
- 20 community member comments at in-person pop-up sessions
- eight 'gather tool' public forum contributions
- one in-person workshop with Koornang Road Traders Association

WHO IS THE COMMUNITY

Of the 314 submissions received:

- most respondents were aged 25 to 54
- most respondents were women (68%), followed by men (27%)
- most respondents lived in Carnegie (73%), followed by Murrumbeena (31%)
- among those who selected an identity group, the most common were those from a multicultural background or those born overseas (21% each).



Community drop-in session at Koornang Road Stage 1 Engagement (June 2025)

WHAT WE HEARD

The top three key themes prioritised by the community through the engagement process were:



MORE GARDEN BEDS AND STREET TREES

The poor quality of existing vegetation and planting along Koornang Road was highlighted by the community, along with the need for more appropriate street trees, vibrant garden beds and better protection from the elements.



IMPROVED PEDESTRIAN SAFETY

The most pressing issue was the need for improved pedestrian safety along Koornang Road. People advised that they didn't feel safe at times trying to cross Koornang Road and felt the street was dominated by motor vehicles.



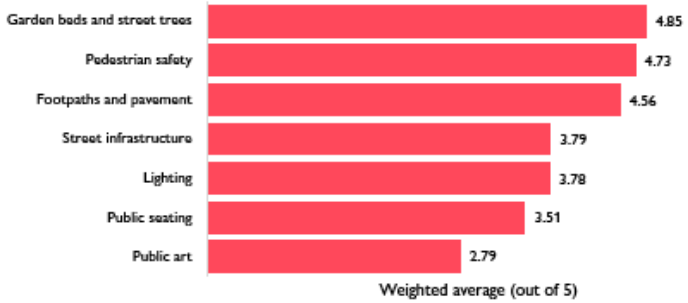
BETTER FOOTPATHS AND PAVEMENT

The quality and maintenance of the existing footpaths were raised as an issue to be resolved. There is a need for consistent footpath paving, with high-quality pavement and more vibrant public spaces along the length of the street.

One of the key questions asked as part of the engagement process was:

"Please rank the following street features in order of priority for improvement on Koornang Road".

We received 281 responses to this question as part of the engagement process. The following street features were identified by the community as priority areas for improvement.



Survey results — Priorities for improvement Stage 1 Engagement

COMMUNITY ENGAGEMENT — DIRECT FEEDBACK

DIRECT FEEDBACK

We received direct feedback both in person and through submissions on the '*Have Your Say*' page. The following sections outline some of the direct sentiments of the community in relation to Koornang Road.

TRAFFIC AND MOVEMENT:

"The street (and surrounding streets) should be recognised as pedestrian zones where people come first and cars second."

"Remove parking between the station and Neerim Road to improve traffic flow."

"The intersection of Morton Avenue and Shepparson Avenue is too wide and cars take this corner very quickly without using indicators."

"Make Koornang Road a 30km speed limit zone and safer for pedestrians or a mall with no cars would be even better."

PEDESTRIAN SAFETY:

"The footpath on Koornang road is very busy and congested. Particularly in areas with furniture, restaurant areas, and at the fruit shops. Parking should be removed from the street in these areas to allow the footpath to be expanded here."

"Food delivery bike riders are often on the footpaths both riding and parking. They should have a dedicated on-road area created for them so they're not using footpaths at all as it's dangerous and unsafe."

"I often feel unsafe walking as a pedestrian along Koornang Road during busy rush hours (school pick-ups or end of day)."

""Encourage active travel and make it safe."

GREENERY AND AMENITY:

"We would love to see more trees, native plants and bright flowers!"

"More trees, increase public space as density is increasing."

More trees and plants, ensuring they don't ruin sight lines."

"More public seating, clean drains."

"More meeting places."

CARNEGIE TRADERS ASSOCIATION

Our officers undertook a presentation and discussion with the Carnegie Traders Association regarding their aspirations for the *Masterplan* and key issues affecting the road. A summary of the feedback received is outlined below.

GENERAL COMMENTS:

- The 'vibrancy' of Koornang Road is what makes it special and unique. There is an amazing mix of businesses and the variety of offerings along the street are what draws people in.
- The street is busy both day and night. The street has the busiest night-time economy in all of the Glen Eira municipality.
- Access is generally easy and convenient.
- Very low vacancy rates along Koornang Road.

OPPORTUNITIES:

- Reduce redundant signage and visual clutter along the streetscape.
- Provide more spaces for events and facilities to host events (in conjunction with traders).
- Providing enough car parking along the street is very important to traders.
- Provide a signalised crossing point at the Chook Run/arcade crossing point.

CONSTRAINTS/ISSUES:

- People are very vulnerable at crossing points.
- There are not enough places for people to park bicycles along the street.
- Uber drivers ride their bikes along the footpath and it is very dangerous. Needs better enforcement.
- Footpath is in poor condition due to service authority works.

STAGE 2 COMMUNITY ENGAGEMENT

ENGAGEMENT APPROACH

Stage 2 consultation and engagement on the draft Masterplan was undertaken over a four-week period from 1 June to 28 June 2026.

Opportunities for the community to provide feedback included:

- an online survey and quick poll on Council's Have Your Say website
- comments shared at two pop-up events on Koornang Road
- presentation and workshop with the Diverse, Welcoming, Accessible Places Advisory Ccommittee, as well as the Carnegie Traders Association
- submissions via email, phone or post

FEEDBACK RECEIVED

We received a total of 150 pieces of feedback during Stage 2 engagement, including:

- 69 survey submissions
- 68 quick poll votes
- 3 written comments at pop-up events
- 10 email submissions



Community drop-in session at Koornang Road Stage 2 engagement (June 2026)

WHAT WE HEARD

Feedback received by the community in response to the draft Masterplan was positive with a large majority of responses in support of the key principles and design. The primary findings from Stage 2 engagement included:

BROAD SUPPORT FOR DRAFT MASTERPLAN

- 70% of quick poll respondents said the draft Masterplan reflects the priorities identified during stage one fairly well or very well.
- In addition, 38% of open-text comments expressed broad support for the overall design.

TREES, SHADE AND GREENERY WERE THE MOST VALUED

- Trees, shade and greenery were the most frequently selected feature respondents liked about the design (69%) and the most commonly discussed open-text theme (43% of comments).

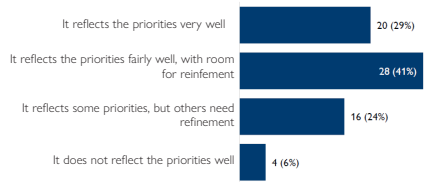
REFINEMENT FEEDBACK FOCUSED ON MOVEMENT AND ACCESS

- Suggestions focused on tree species and maintenance, footpath accessibility improvements, and stronger support for cycling and active transport (each receiving 14% of refinement comments).
- Additional pedestrian crossings were also suggested (9% refinement comments).

VIEWS ON TRAFFIC / PARKING WERE MIXED

- Parking generated a range of views, with comments both supporting and opposing the allocation of parking space within the design (30% of refinement comments).
- Traffic-related feedback focused on congestion management, traffic signal changes and no U-turn enforcement (18% of refinement comments).

"How well does the draft Masterplan reflect the community priorities identified during phase one engagement?".



Survey results — Priorities for improvement Stage 2 Engagement

"This is brilliant! Koornang road had lots of constraints and this plan does a great job of balancing all the competing needs for space."

"The new tree cover looks amazing! I can imagine how good it would look and the shade it will provide."

"Loss of 5 carparks is poor given its already a nightmare to get a park."

"The plan should place greater emphasis on shade, pedestrians and public space over parking."

"More consideration is required for active transport."

CHANGES TO MASTERPLAN - POST STAGE 2 ENGAGEMENT

CHANGES TO MASTERPLAN

After reviewing the submissions received, the Masterplan was refined to respond to key themes raised by the community. The updates made to the Masterplan include:

- Flexibility on tree species selection and locations, given limitations of underground services and need for species to adapt as conditions change.
- "Welcome to Koornang Road" signage at either end of Koornang Road.
- Incorporation of findings from stage 2 engagement and the Gender Impact Assessment.
- Revisions to formatting and layout.

MASTERPLAN ITEMS SUBJECT TO DETAILED DESIGN

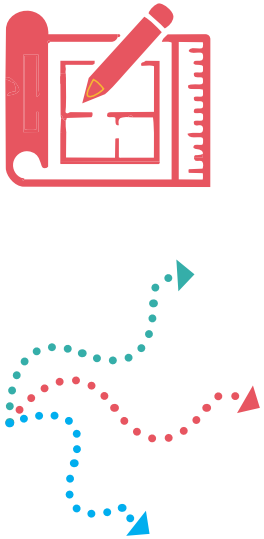
The following pieces of feedback are supported and will be addressed throughout the next stages of the Masterplan implementation:

- Bollards and low-level garden beds to replace pedestrian fences in some key locations.
- Improved wayfinding throughout the street (footpath markers and consistent / accessible signage design).
- Additional seating and bicycle hoops to be provided across the length of the street (specific locations and details to be resolved at detail design stage)
- Consideration of a dedicated space for event signage and promotion.
- An accessibility audit will be undertaken at the detail design phase, to ensure accessibility objectives are met.

ONGOING WORK OUTSIDE OF MASTERPLAN

Several pieces of feedback received cannot be addressed directly through the Masterplan. Some feedback is the responsibility of other authorities, whilst some feedback is broad and not able to be addressed at this stage of the design process, including:

- Discussion with local Police regarding enforcement of issues along street (no smoking, Uber bike riders on footpath, anti-social behaviour, U-turn enforcement).
- Advocacy to VicTrack to seek permission for Koornang Road specific artwork to be painted on the sky-rail supporting infrastructure.



WHAT WAS NOT CHANGED

Whilst there was mixed feedback regarding car parking changes proposed in the Masterplan, the changes to parking have been retained as they facilitate one of the core design objectives to improve urban greenery and pedestrian safety. The loss of 5 car parking spaces (out of 89) is a minimal change in order to facilitate planting of 15 large canopy trees. On balance this is considered an appropriate outcome for the street. Other aspects such as paving materials, pedestrian crossings and greenery remain as proposed.

Improvements to bicycle routes along Koornang Road were investigated as part of the development of the Masterplan and were not able to be accommodated, without significant impact to existing parking along the street (see rationale within the constraints analysis and design testing sections, further in this Masterplan).

GENDER IMPACT ASSESSMENT

SUMMARY OF FINDINGS

A Gender Impact Assessment (GIA) was prepared as part of the development of the Koornang Road Streetscape Masterplan. The GIA examined how the proposed public realm improvements may affect people of different genders and identified opportunities to ensure the future streetscape is more equitable, inclusive and accessible.

The assessment recognises that people experience and use public spaces differently depending on gender and other intersecting characteristics such as age, disability, culture, sexuality and socioeconomic status. While all users value safe and functional streets, evidence suggests women often place greater value on greenery, comfort, aesthetics and perceptions of safety. The assessment also acknowledged that improving the physical environment alone cannot eliminate feelings of fear or exclusion, but thoughtful urban design can play an important role in creating safer and more welcoming public spaces.

MASTERPLAN RESPONSE

The Masterplan incorporates gender-inclusive and intersectional design elements which will be further refined during detailed design, including:

- Accessible wayfinding,
- Commitment to future accessibility audits as pat of detailed design.
- Increased seating opportunities and inclusive design outcomes that support women, non-binary people and other underrepresented groups.

This ensures the future vision for Koornang Road promotes safety, accessibility and inclusion within the public realm for women, non-binary people and other marginalised groups.

CONSTRAINTS AND ISSUES

UNDERGROUND UTILITY SERVICES



Koornang Road contains a dense concentration of underground services within the road reserve and underneath the footpath, including telecommunications (Telstra), gas, electricity, stormwater, drainage and sewer infrastructure.

These assets significantly influence the placement of street furniture, paving, trees and lighting, as minimum clearance zones and access requirements must be maintained to allow for servicing and future upgrades.

Similarly, service authorities require access for maintenance and will replace excavation work with asphalt, regardless of surface material.

IMPACT:

- Street trees will need to be setback appropriately from underground services. Most services run under the footpath.

  Predominant footpath material should be asphalt, to match with constant service authority maintenance works.

SHOP AWNINGS



Continuous shop awnings and weather protection structures are present along both sides of Koornang Road for the majority of the study area, with only occasional breaks in awning coverage. These awnings create a strong and consistent pedestrian environment but also impose physical constraints within the footpath zone, reducing vertical and horizontal space available for trees and lights.

For tree planting, awnings present the most challenging growing condition along Koornang Road. With awning soffits generally located at approximately 3m above ground level, only very small or narrowly formed tree species can be accommodated, significantly limiting canopy potential.

IMPACT:

- Careful selection of tree species is required (small/compact/shade tolerant), to replace existing trees in the footpath.

OVERHEAD POWERLINES



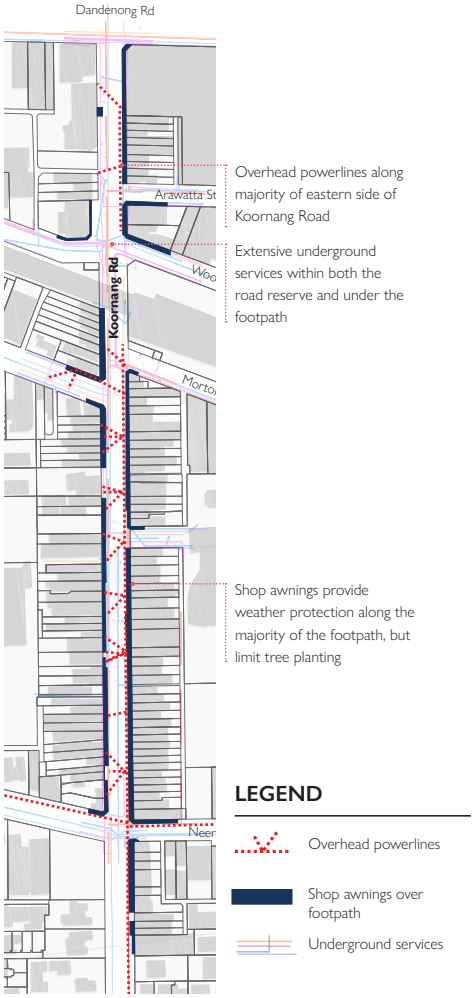
Overhead powerlines present a vertical constraint along Koornang Road. The primary overhead powerlines run for almost the entire length of the study area along the eastern side of the road, with the exception of the Carnegie Station where powerlines have been moved underground.

In addition, multiple cross-road overhead connections extend from the main line to supply adjacent businesses, creating a network of aerial infrastructure that spans both footpaths and the roadway.

IMPACT:

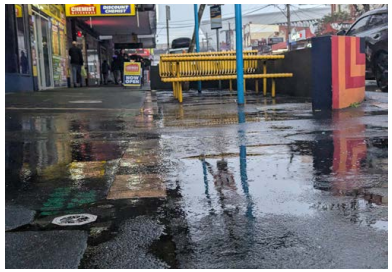
- Street trees planted clear of shop awnings on the east side of the road will need to be pruned to avoid overhead powerlines.

  There are limited powerlines along the western side of the street



CONSTRAINTS AND ISSUES

FLOODING AND DRAINAGE



Flooding is an increasing challenge along Koornang Road. Melbourne Water's updated flood modelling indicates that flood events affecting the corridor are expected to become more severe and more frequent over coming years and decades, driven by climate change and more intense rainfall patterns.

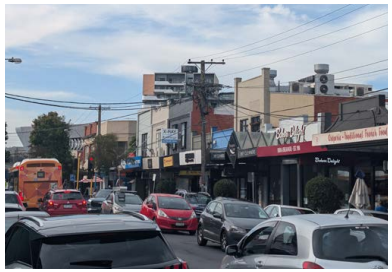
This heightened flood risk is an important consideration for any future public realm upgrades and infrastructure improvements along the street.

Adding 'volume' to the street through additional kerbs or altering the flow path of water will require approval from Melbourne Water. These works need to be carefully planned and modelled to ensure they are supported and importantly do not increase flood risk.

IMPACT:

Ensure that any future public realm works do not increase flood risk along Koornang Road or surrounding areas.

TRAFFIC MOVEMENT AND ACCESS



Traffic movement and access along Koornang Road present an ongoing constraint due to the intensity of retail activity, frequent vehicle turning movements and the interface between private vehicles, pedestrians and buses. This can make for a challenging environment for pedestrians.

There are 89 car parks within the study area along the length of Koornang Road. These are highly valued and have a high turnover.

Existing car parking bays along the street are often tight by contemporary standards, making access and manoeuvring difficult and increasing the likelihood of conflict with passing traffic and bicycles.

IMPACT:

Consider slightly increasing the size of parallel parking bays for easier movement and accessibility.

POOR-QUALITY TREE GROWTH



Existing street trees along Koornang have limited canopy spread and are generally in a poor arboricultural condition.

They receive limited sunlight, water and have been heavily pruned to limit their height and spread along the footpath and underneath powerlines.

IMPACT:

Replacement of street trees with more appropriate species.

Increase tree canopy planting and garden beds along the street.

OPPORTUNITIES: VEGETATION

REPLACEMENT OF EXISTING STREET TREES


Example of canopy trees along an urban streetscape

There are a total of 42 canopy trees along the footpaths on both sides of Koornang Road — the majority of which are generally in a poor condition (based on a recent arborist assessment).

The most prolific species is the Bay Laurel tree (*Laurus nobilis*), with 27 specimens along the street. These have been pruned to maintain size and shape so they fit under the shop awnings. A majority of the Bay trees are showing signs of stress, likely caused by limited sunlight exposure and poor rainwater filtration.

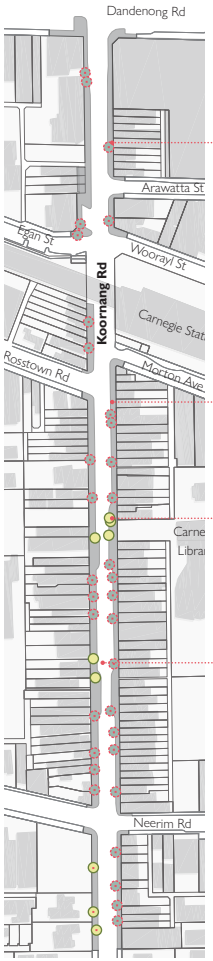
The *Masterplan* presents an opportunity to provide a more suitable palette of tree planting across the street, which will improve canopy cover and the overall character of the street.

The *Masterplan* will also propose low-level garden beds to complement tree planting and further 'green' the street.

CONSTRAINT ADDRESSED:

Staged replacement of all poor-quality street trees along Koornang Road. Improve urban greenery and visual appeal.

EXISTING TREES TO BE RETAINED/REPLACED



Staged replacement of poor-quality street trees along the footpath

All existing trees along Koornang Road are either in 'fair' or 'poor' condition

Retain large canopy trees at the edge of the Carnegie Library and Community Centre forecourt

Retain established Eucalyptus trees in footpath opposite Chook Run

LEGEND

- Existing street tree – to be retained
- Existing street tree – to be replaced
- Existing footpath

INSTALLATION OF TREES 'IN-ROAD'


Example of trees installed 'in-road

Due to overhead awnings and extensive underground services, large canopy trees cannot be accommodated within the existing footpath.

The *Masterplan* therefore identifies opportunities to locate large canopy trees within the car parking bays, where suitable soil volumes and growing conditions can be provided.

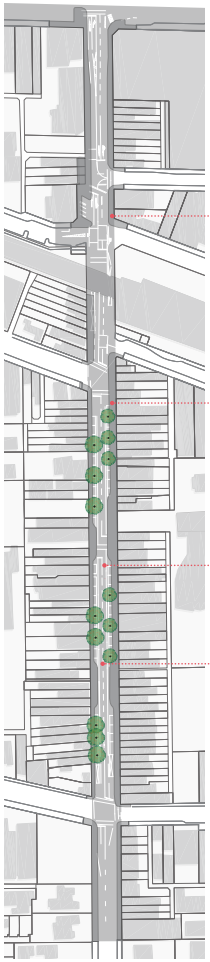
Trees within the roadway offer significant benefits, including increased shade, improved thermal comfort, enhanced streetscape quality and water-sensitive urban design outcomes through stormwater capture and flood mitigation.

All options have been tested through detailed flood and traffic modelling to ensure safety and suitability for Koornang Road. While some options may slightly reduce on-street parking, the long-term benefits of increased canopy, amenity and biodiversity are considered to outweigh these impacts.

CONSTRAINT ADDRESSED:

Large canopy trees installed in selected parking bays, clear from shop awnings, underground services and powerlines.

PROPOSED TREES 'IN-ROAD' LOCATIONS



No trees 'in-road' north of Rosstown Road due to constraints such as increased vehicle traffic and turning movements, as well as underground services.

Medium size canopy trees on east side of Koornang Road due to overhead powerlines

Large size canopy trees on west side of Koornang Road as there are limited overhead restrictions

Total of five car parks converted across entire length of street, to allow for 15 large canopy trees to be planted

LEGEND

- Proposed large canopy tree planted in parking lane (one car park = three canopy trees)

OPPORTUNITIES: PAVEMENT AND STREET FURNITURE

RENEW EXISTING FOOTPATH AREAS



Example footpath with asphalt and bluestone banding

The footpath along both sides of Koornang Road is generally asphalt, with clay brick banding. The condition of the footpath is inconsistent in parts, due to service authority works and patchwork renewal over several years.

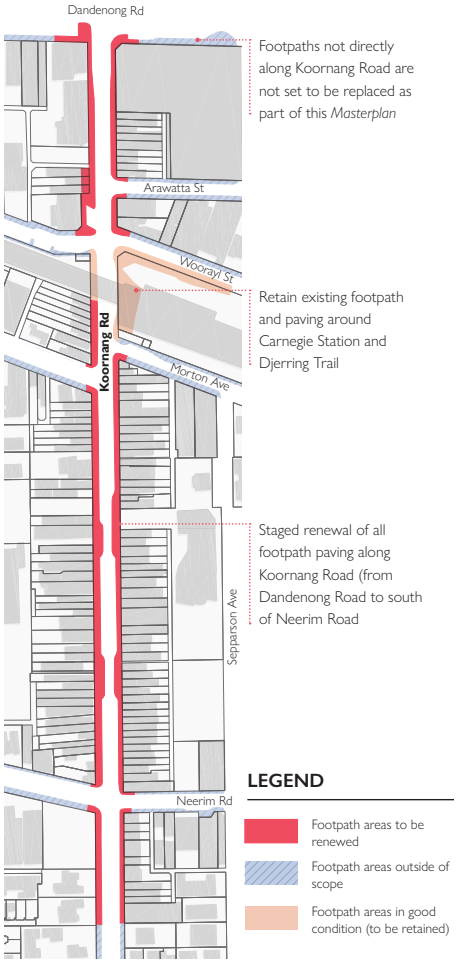
The use of asphalt as the primary surface treatment is preferred, as it allows for easy matching into existing conditions following service authority works. Given the large amount of underground services, there will inevitably be ongoing service authority works along the street. Asphalt is quick to lay, so has minimal impact on trade.

Asphalt is a durable and safe, while also being an affordable surface treatment when used in large quantities. Detail can be added to footpaths through the use of sawn bluestone, which will replace the existing clay brick pavers.

CONSTRAINT ADDRESSED:

- Improved pedestrian safety, amenity and character of street through consistent and refreshed footpath paving.

FOOTPATH RENEWAL SCOPE



CONSISTENT STREET FURNITURE PALETTE



Example of Glen Eira CC standard timber bench seat

To establish a consistent character along Koornang Road, the *Masterplan* proposes rationalising existing street furniture. The street currently contains furniture from multiple eras, resulting in a disjointed appearance and assets of varying quality and condition, including inconsistent benches, bins, lighting, and bike hoops.

A robust, high-quality and timeless furniture palette (using hardwood, stainless steel and muted tones in line with the *Glen Eira Street Design Guidelines*), will create a cohesive identity. Replacing the coloured 'lollipop' lights at the pedestrian crossings with contemporary luminaries will further modernise the street and improve night-time amenity.

Colour and playfulness could instead be introduced through public artwork and vibrant tree and understorey planting.

CONSTRAINT ADDRESSED:

- Consistent character, improved amenity and durable materials. Providing more places for people to rest and enjoy the street.

FEATURE PAVING AT KEY AREAS



Example of feature paving at Carnegie Station

In addition to the standard footpath paving materials of asphalt and sawn bluestone banding, there are also opportunities to provide a higher level of paving treatment at key intersections and crossing points along Koornang Road.

The recent paving upgrade around the Carnegie Station forecourt are high-quality and set the character of the centre. These high quality paved areas of bluestone and brickwork are typically the first experience that many visitors have with the public realm when they arrive in Carnegie, either via train, bus or bicycle along the Djerring Trail.

These materials can be repeated at busy pedestrian crossing points to reinforce the materiality of the centre and create a sense of place.

CONSTRAINT ADDRESSED:

- Connection to place by reinforcing existing materials and recent upgrades as part of the upgrade to Carnegie Station.

OPPORTUNITIES: PUBLIC ARTWORK AND GATHERING PLACES

INCREASE PUBLIC ARTWORK



Example of public artwork — community mural

Koornang Road has a rich history which can be celebrated and enhanced through public artwork. Public artwork can take many forms, including sculptures, temporary installations, murals and lighting. However, setting aside designated areas and general 'themes' for future artwork can assist in creating a cohesive identity for the street.

Some of the themes to be considered for future public artwork include:

- First Nations history and connection to Koornang Road
- The multicultural history and current offerings along Koornang Road
- Reference to the wide variety of shops and retail offerings along Koornang Road
- Reference to the local community and residents of Carnegie.

These could be temporary, permanent, or ephemeral installations.

CONSTRAINT ADDRESSED:

✔ Improve public amenity and storytelling of Carnegie/Koornang Road, enhancing the character and history of place.

ENHANCE PLACES FOR PEOPLE TO GATHER



Example of seating that encourages people to gather

Part of what makes Koornang Road so successful is the people that regularly use the street and visit it on a daily basis.

Enhancing the existing gathering places, as well as providing more places to stop and rest, will support the ongoing use of the street and ensure the centre is designed for people first and foremost.

There are several locations along the street where the footpath is wider and this allows for people to congregate, without disrupting the flow of pedestrian traffic along the footpath.

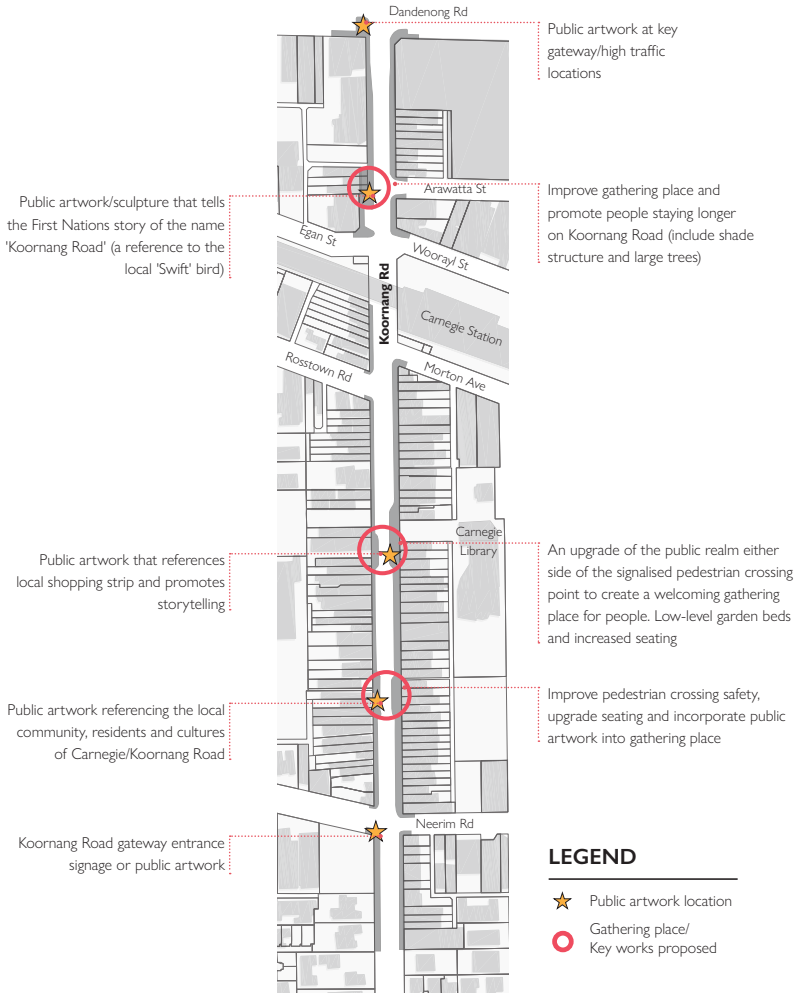
These places are:

- opposite Arrawatta Street
- the signalised pedestrian crossing near the Carnegie Library and Community Centre forecourt/Leaf Lane
- the southern pedestrian crossing opposite the arcade laneway/Chook Run laneway.

CONSTRAINT ADDRESSED:

✔ Increase public greenery as well provide opportunities for people to spend more time on Koornang Road.

PUBLIC ARTWORK AND GATHERING PLACE LOCATIONS



OPPORTUNITIES: IMPROVE PEDESTRIAN SAFETY

IMPROVE PEDESTRIAN CROSSING POINTS



Example of formalised pedestrian crossing

A key theme heard during community engagement was that pedestrians feel unsafe when crossing Koornang Road.

The *Masterplan* considers options to improve pedestrian safety along the street, as well as at key crossing points. Flooding and traffic modelling constraints limit some of the viable options, however there are ways to improve pedestrian safety that still address these issues.

The pedestrian crossing that requires the most immediate need for improved safety is the 'southern' crossing, which is opposite Carnegie Arcade and Chook Run. A key focus of this *Masterplan* is to improve pedestrian priority here and make crossing the road safer/easier.

CONSTRAINT ADDRESSED:

People currently feel unsafe crossing Koornang Road. The *Masterplan* will propose improvements to pedestrian crossings and pedestrian safety.

IMPROVE NAVIGATION AND ACCESSIBILITY



Example of text and navigational aids in pavement

Making the footpath a consistent, smooth surface and removing visual clutter will improve accessibility.

There is a large amount of visual clutter along the street, with repetitive signage and many different colours that can confuse pedestrians.

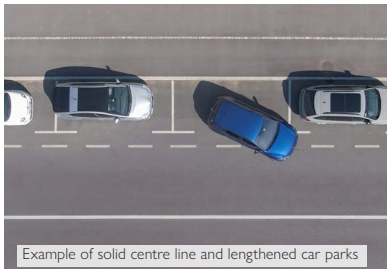
Pedestrian wayfinding can be improved through incorporating navigational aids into the footpath surface, such as bluestone etching of directions and landmarks, decals and subtle navigation cues.

Public signage can also be consolidated as part of any upgrade, allowing a review of which signs are still required.

CONSTRAINT ADDRESSED:

Reduce visual clutter along Koornang Road, improve pedestrian wayfinding and accessibility for people of all mobilities.

REDUCE VEHICLE CONGESTION



Example of solid centre line and lengthened car parks

Another common concern raised during community engagement was that motor vehicles still undertake illegal 'U' turns along Koornang Road. In addition, there is a lot of manoeuvring of vehicles into tight parallel car parks, which increases congestion while traffic waits.

There are cost-effective and simple solutions to resolve some of these concerns, such as revised line marking for car parks that increases their length (making them easier and quicker to get in/out of), as well as solid line marking down the centre of Koornang Road that clearly prohibits 'U' turns.

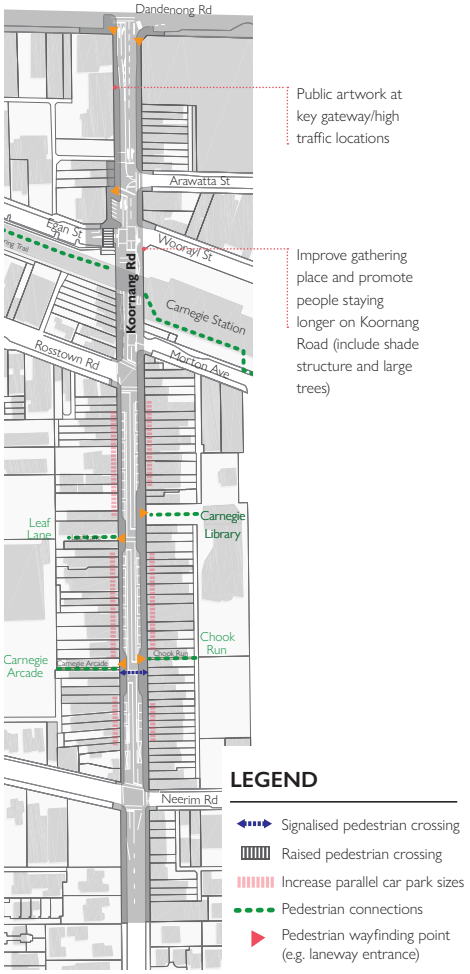
Flooding constraints limit any ability to provide raised kerbs or central median strips, however, similar results may be achieved through simple line marking.

These small changes can dramatically improve traffic flow and help reduce congestion.

CONSTRAINT ADDRESSED:

Improve flow of traffic through subtle line marking changes, which will assist in reducing vehicle congestion and manoeuvring.

PUBLIC ARTWORK AND GATHERING PLACE LOCATIONS



SUMMARY OF CONSTRAINTS, IMPACTS AND OPPORTUNITIES

CONSTRAINT	IMPACT	OPPORTUNITY
Dense network of underground services along the footpath and road reserve.	• Street trees will need to be setback appropriately from underground services. • Service authorities will be constantly excavating the footpath to access and maintain their assets.	• Asphalt should be the predominant footpath material, to complement the service authority works. • Sawn bluestone banding can be used to create detail and replace existing clay brick banding. • Replacement street trees located away from existing underground services.
Shop awnings over the majority of the footpath areas.	• Limited sunlight, water and vertical clearance height for trees to establish.	• Careful species selection and replacement planting. • Prioritise large tree canopy outside of shop awnings footprints.
Overhead powerlines along the east side of Koornang Road.	• Vertical restriction on large canopy growth which will require pruning.	• Selection of tree canopy species that will grow to appropriate height and respond well to pruning.
Increased risk of flooding and drainage issues (based on updated Melbourne Water flood modelling).	• No ability to raise or significantly alter the existing level of Koornang Road (including raised pedestrian crossings).	• Provide opportunities for passive irrigation and water sensitive urban design that improves flood water treatment. • Detailed flood modelling undertaken as part of the preparation of this *Masterplan*, to ensure proposals are supported. • Work with Melbourne Water to ensure future works are supported and improve flow of water along Koornang Road.
High motor vehicle traffic volumes along Koornang Road.	• People feel unsafe when crossing Koornang Road at various locations. • Priority is given over to the motor vehicle. • Illegal 'U' turns by vehicles along the street.	• Traffic modelling to support *Masterplan* proposals and ensure street continues to function with high traffic/pedestrian volumes. • Improve pedestrian crossings points, particularly at the southern pedestrian crossing and side road crossing points, where feasible. • Solid line marking down the centre of Koornang Road to help prevent illegal 'U' turns.
Undersized parallel car parking bays.	• Difficult for vehicles to manoeuvre. • Traffic congestion due to waiting for parking. • More likely collisions due to tight movement.	• Increase length of parallel parking bays as part of new line marking in the road.
Lack of consistent character along Koornang Road and poor-quality public realm assets.	• Street has vibrancy, but lacks character and feels 'dated'. • No priority for public artwork. • Lack of spaces for people to gather and comfortably stay.	• Consistent palette of street furniture and public realm assets to create a defined character for the street. • Provide opportunities for public artwork at key points along Koornang Road, to promote local history/storytelling and create visual interest. • Upgrade key gathering points at major pedestrian crossing points, to encourage people to spend more time comfortably on Koornang Road.

TESTING DESIGN IDEAS

A wide range of design ideas were tested in the development of this *Masterplan*. Koornang Road is a highly constrained and complex street with significant challenges, including flooding, extensive underground services and high vehicle and pedestrian volumes.

As a result, many options were found to be unviable. The proposed interventions therefore represent the most realistic and achievable outcomes for the street, balancing technical constraints while maximising public realm improvements and responding to the community's aspirations.


Zebra crossing


Trees in the centre of the road


Raised pedestrian crossing


Pedestrian operated signals


Tree in parking bay

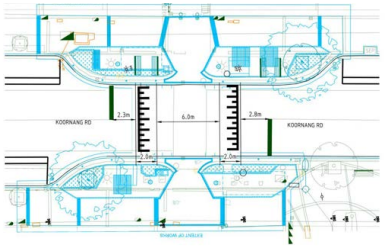


Slow speeds/shared zone

NORTHERN CROSSING (AT 86 KOORNANG ROAD)

OPTIONS CONSIDERED:

- Raised pedestrian crossing at existing signalised crossing



ASSESSMENT:

While this option presents many benefits to pedestrians, introducing a raised safety platform at the existing signalised pedestrian crossing opposite the Carnegie Library and Community Centre forecourt/Leaf Lane is not supported by the flood assessment and as such is not recommended.

Based on updated Melbourne Water flooding modelling data and detailed testing, the construction of the a raised crossing is deemed likely to trap additional water in the already low point of the road and increase flood risk.

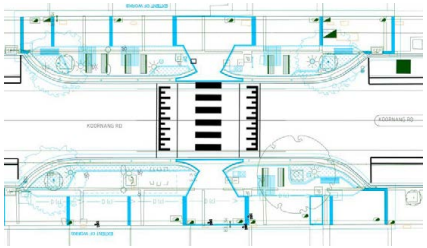
CONCLUSION:

✗ Raised pedestrian crossing not supported

SOUTHERN CROSSING (AT 124 KOORNANG ROAD)

OPTIONS CONSIDERED:

- Raised pedestrian crossing
- Zebra crossing (at-grade)
- Pedestrian operated signals



ASSESSMENT:

Similarly, flood modelling undertaken does not support a raised pedestrian crossing at this location on Koornang Road. A zebra crossing was tested through traffic modelling and pedestrian surveying. This is not supported due to high vehicle volumes (10,000+ vehicles per day), which would make it unsafe for pedestrians to step onto the street without priority.

Pedestrian operated signals will give pedestrians priority and is the safest option. Detailed traffic modelling has supported this concept and indicated that vehicle queuing lengths will be acceptable. The Department of Transport and Planning has provided 'in-principle support', with final approval subject to detail design.

CONCLUSION:

✗ Raised pedestrian crossing not supported

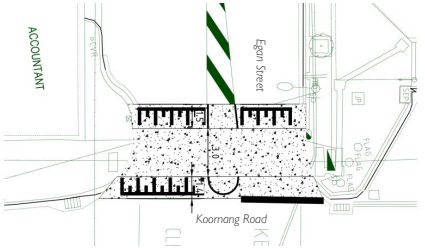
✗ Zebra crossing (at-grade line marking)

✓ Pedestrian operated signals supported

SIDE ROAD INTERSECTIONS WITH KOORNANG ROAD

OPTIONS CONSIDERED:

- Raised pedestrian crossings at:
  - Egan Street
  - Arawatta Street
  - Morton Avenue
  - Rosstown Road



ASSESSMENT:

Several raised crossings were tested from a traffic and flood risk perspective to improve pedestrian connections and safety across side road intersections along Koornang Road.

Future flood risk extends to side streets along Koornang Road, with several intersections affected by water ponding at their low points.

The intersection of Egan Street and Koornang Road is the only location where a raised pedestrian crossing can be supported from a flood modelling perspective. This will require the installation of additional drainage, as well as maintaining existing kerb and the existing camber in the road surface to support water runoff.

CONCLUSION:

Raised pedestrian crossing at:

✓ Egan Street

✗ Arawatta Street

✗ Morton Avenue

✗ Rosstown Road

TESTING DESIGN IDEAS

TREES IN CENTRE OF ROAD

OPTIONS CONSIDERED:
- Raised central median with avenue of trees
- Raised central median with garden bed strips
- Central median strip in small segments



ASSESSMENT:

One of the key aspirations of the community is for increased tree canopy and greening along Koornang Road. Concepts were tested for a variation of raised median strips down the centre of Koornang Road. This area is free of underground and overhead restrictions and would allow for a substantial tree canopy to establish.

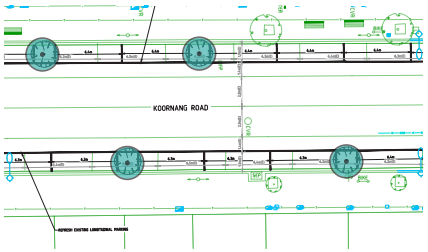
However, available widths for a central median (approximately <1m–1.3m) are not suitable for planting canopy trees. The width of the road presents challenges for vehicle turning circles and Koornang Road is a bus route, which requires horizontal clearance that would make it difficult for trees to establish successfully. Also, the minimum width for a pedestrian refuge is at least 1.5m wide.

CONCLUSION:

- ✗ Raised central median with avenue of trees
- ✗ Raised central median with garden bed strips
- ✗ Central median strip in small segments

TREES IN SELECTED PARKING BAYS

OPTIONS CONSIDERED:
- Kerbside tree pits in selected parking bays



ASSESSMENT:

A typical parallel parking space along Koornang Road is approximately 6m long. By reallocating the length of one space, a 2m x 2m tree pit can be introduced, allowing for the planting of three large trees for each bay removed. This delivers a significant canopy and amenity gain, in exchange for a minimal reduction in parking.

Community engagement highlighted both the importance of parking and strong support for increased tree planting. The proposed approach responds to both priorities. The repainting of parking linemarking will increase the size of remaining bays to 6.3m–6.5m, making it easier for vehicles to manoeuvre and improving traffic flow, while retaining all loading and disabled bays.

Technical flood and traffic modelling supported this option.

CONCLUSION:

- ✓ Kerbside tree pits in selected parking bays

FORMALISING SLOWER VEHICLE SPEEDS

OPTIONS CONSIDERED:
- Reduce speed limit along Koornang Road to 30km/h



ASSESSMENT:

Slowing vehicle speeds along Koornang Road and prioritising the street for pedestrians is one of the key aspirations of this *Masterplan*.

Analysis of existing traffic speeds along Koornang Road indicate that vehicles rarely travel faster than 30km/h due to the stop/start conditions and high traffic volumes. Therefore, mandating a 30km/h speed limit is not considered appropriate at this point in time. With the addition of a signalised pedestrian crossing at the Chook Run/arcade crossing point, vehicle speeds will be further slowed.

A 30km/h speed limit may be appropriate in the future, however it is not considered an immediate action as part of this *Masterplan*.

CONCLUSION:

- ✗ Reduce speed limit to 30km/h
- ✗ Shared zone along Koornang Road

KOORNANG ROAD AS A SHARED ZONE

OPTIONS CONSIDERED:
- Shared zone on Koornang Road with cyclists and vehicles



ASSESSMENT:

A shared zone on Koornang Road would require cyclists and motor vehicles to operate within the same traffic space, which can only function safely where vehicle speeds are limited to 30km/h.

With parallel parking on both sides, vehicles are regularly stopping, reversing and pulling into traffic, creating constant interruptions to flow. The limited road width also means drivers are unable to safely pass cyclists, which can lead to congestion, frustration and increased stress for both cyclists and motorists.

Retaining the existing lane configurations is considered the safer option. Cyclists are encouraged to use alternative, lower-stress routes nearby, ensuring Koornang Road continues to function effectively for its high traffic and parking demands.

CONCLUSION:

- ✗ Shared zone on Koornang Road between cyclists and vehicles



CHAPTER 3
MASTERPLAN

KOORNANG ROAD — STREETSCAPE MASTERPLAN

OVERVIEW

PRINCIPLES

Based on the community engagement received, as well as the analysis of opportunities and constraints along Koornang Road, the following principles are used to inform the *Masterplan* proposals:



IMPROVE AMENITY

- A high quality-streetscape that utilises a consistent suite of furniture/materials.
- Increase seating and street furniture where there is demand.
- Provide shade throughout the street.
- Provide more gathering places.
- Reduce visual clutter (consolidate signage, remove pedestrian fencing/barriers).
- Support public artwork and placemaking.



INCREASE GREENERY

- Replace poor-quality trees underneath shop awnings with garden beds and shrubs.
- Install large canopy trees within the street (kerbside) at key locations.
- Incorporate water sensitive urban design into landscape planting.
- Provide in-ground garden beds at key locations.



IMPROVE PEDESTRIAN SAFETY

- Improve safety of pedestrian crossing points, where feasible.
- High-quality footpath treatments that support pedestrian activity, particularly for people with limited mobility.
- Clear sightlines and priority of pedestrians when crossing Koornang Road
- Improve wayfinding and pedestrian navigation along Koornang Road.

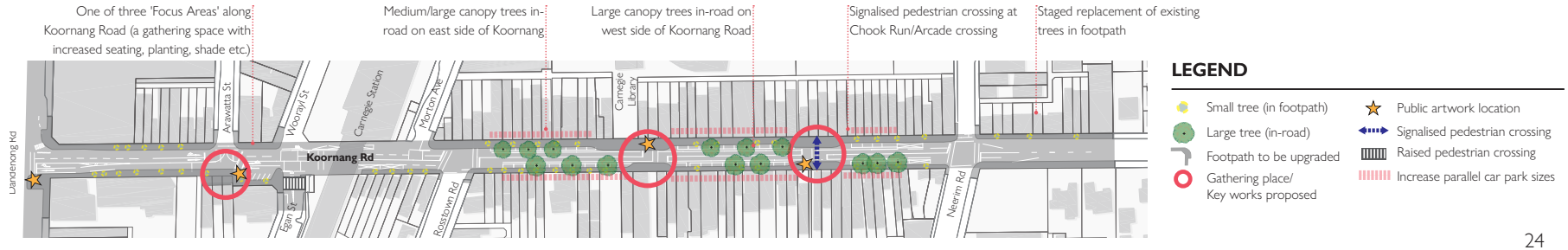


FINANCIAL SUSTAINABILITY

- Provide a design that is affordable and achievable.
- Allow for a staged delivery of the *Masterplan*, to avoid disruption along the street.
- Work within existing site constraints.

SUMMARY OF KEY INITIATIVES

The location plan below provides an overview on the key initiatives that are proposed within the masterplan. These initiatives are informed by the above principles, as well as the feedback from engagement to date:



KOORNANG ROAD — STREETSCAPE MASTERPLAN



NORTHERN PRECINCT — DANDENONG ROAD TO CARNEGIE STATION

OVERVIEW

This precinct is the primary entrance to Koornang Road and has the largest amount of vehicle movements. Anchor businesses, such as Rosstown Hotel and Carnegie Central Shopping Centre, generate large numbers of visitors and movement.

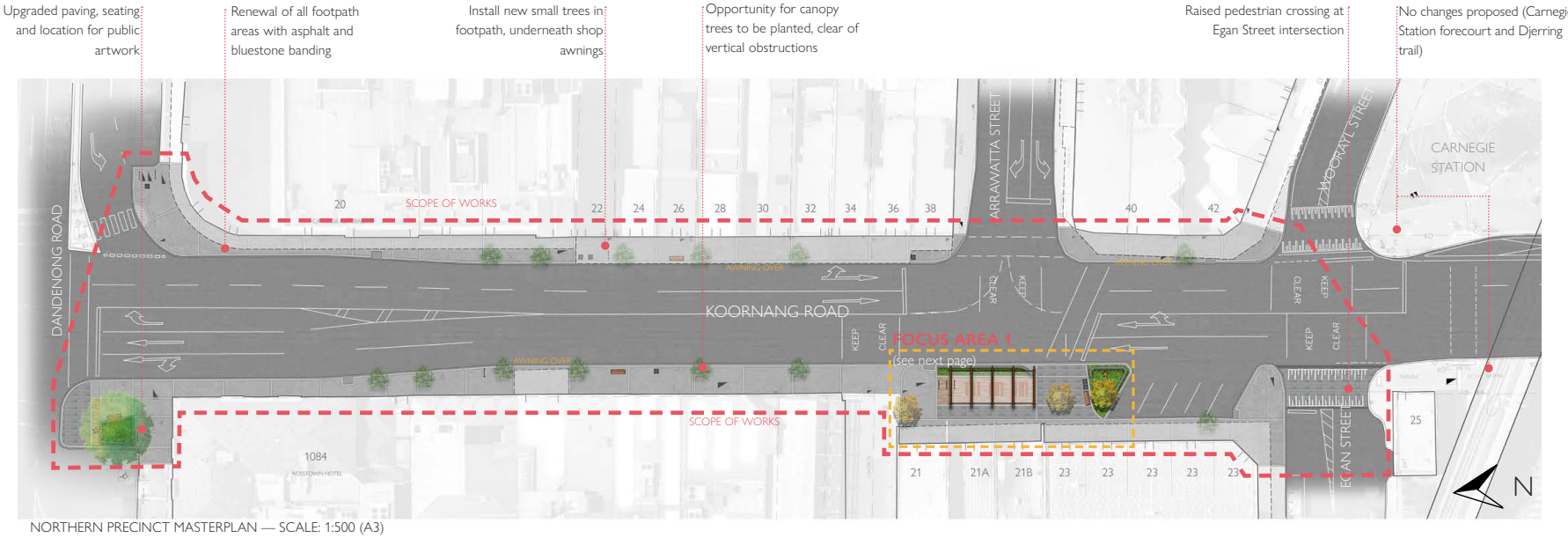
The primary upgrade in this precinct is the creation of a large open gathering space, opposite Arrawatta Street. This will be sheltered by a large shade structure, canopy trees and complemented by feature paving, new garden beds and public artwork to create a welcoming place at the northern entrance to Koornang Road.

KEY INITIATIVES

- Replacement of all existing street trees underneath awnings with new small trees
- Renewal of entire footpath area with consistent and high-quality palette
- Enhancement of outdoor seating area opposite Arrawatta Street. Includes, sheltered outdoor seating/gathering area, artwork, feature paving and places to rest (see **FOCUS AREA 1** detail on following page)
- Replacement of all existing street furniture with consistent and high-quality assets
- 'Welcome to' Koornang Road signage
- Installation of additional seats, bike hoops and bins in selected locations
- Installation of new low rendered wall either side of signalised pedestrian crossing opposite Arawatta Street (to be finished with public artwork to complement the street
- Location for future sculpture/public artwork to enhance entrance to Koornang Road. Using the Swift bird, which is called a 'Koornang' in Bunurong/Boonwurrong language
- Raised pedestrian crossing across Egan Street intersection

LEGEND

- Asphalt footpath
- Bluestone banding
- Garden bed
- Feature brickwork
- Shade structure
- Public artwork location
- FOCUS AREA 1
- Timber picnic table
- Timber bench seat
- Stainless steel bins
- Stainless steel bike hoops
- New small canopy tree
- New large canopy tree



NORTHERN PRECINCT MASTERPLAN — SCALE: 1:500 (A3)

FOCUS AREA 1 — OPPOSITE ARRAWATTA STREET

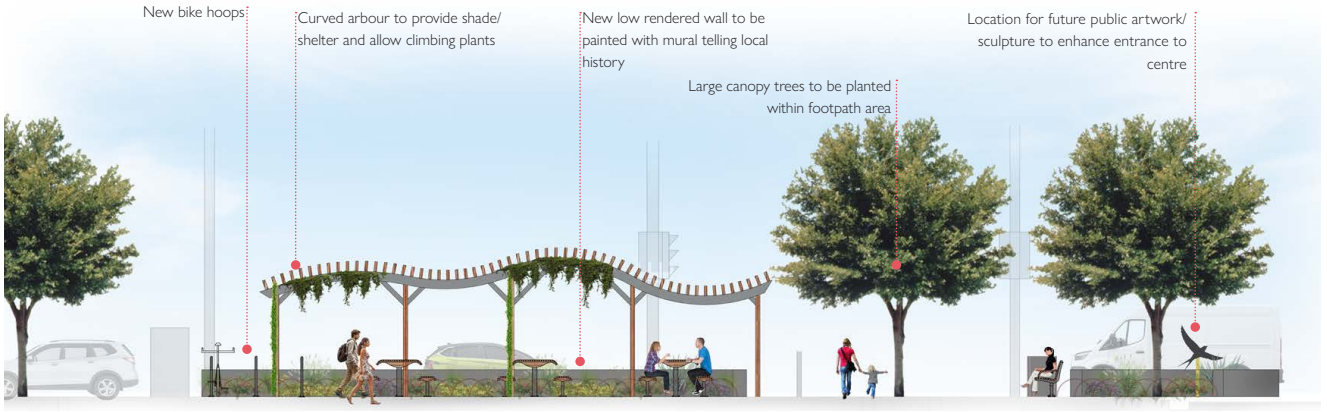


SHELTERED GATHERING PLACE

An enhanced gathering place opposite the Arrawatta Street pedestrian crossing will create a protected area for people to sit and enjoy the street.

New garden beds with colourful planting will be complemented by public artwork to be painted onto the face of a new low walls that will frame both sides of the space. New seating, bike hoops, bins and feature paving will help create a welcoming environment.

A space will also be set aside for a future public sculpture to be installed, potentially a 'Swift' bird, which is referred to as 'Koornang' by the Bunurong/ Boonwurrung peoples.



FOCUS AREA 1 - (ELEVATION VIEW) SCALE: 1:100 (A3)



Large canopy trees



Arbour shade structure



Colourful native understorey planting



Feature brickwork (matching nearby Carnegie Station forecourt)



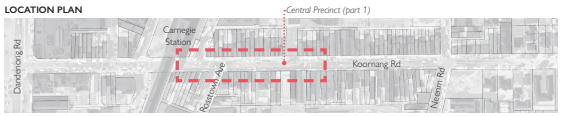
Example of public artwork sculpture (Swift/'Koornang' bird)



FOCUS AREA 1 — (PLAN VIEW) SCALE: 1:100 (A3)

KOORNANG ROAD — STREETSCAPE MASTERPLAN

LOCATION PLAN



CENTRAL PRECINCT (PART 1) — CARNEGIE STATION TO PEDESTRIAN CROSSING

OVERVIEW

This precinct is part of the 'core' of Koornang Road and is bustling with activity, day and night. The fine grain retail frontages line both sides of the street, with awnings above providing weather protection.

Despite the vibrancy, this precinct of Koornang Road can be strengthened through refreshed footpath treatments, consistent street furniture and most importantly, improved tree canopy. Due to limitations with awnings above the footpath, the best opportunity for an improved tree canopy is to locate trees within the street in selected locations, so that trees are free from overhead obstructions.

KEY INITIATIVES

- Installation of six large canopy trees within the parallel parking bays (requiring conversion of two car parks)
- Upgrade parking bays to larger sizes to make parking and manoeuvring easier
- Staged replacement of all existing street trees underneath awnings with new small trees
- Renewal of entire footpath area with consistent and high-quality palette (asphalt with bluestone banding)
- Installation of additional seats, bike hoops and bins in selected locations
- Replacement of all existing street furniture with consistent, high quality and durable furniture
- Upgrade of pedestrian crossing area (seating, lighting, feature paving and garden beds — see **FOCUS AREA 2** detail on following page)
- Retention of large canopy trees in Carnegie Library and Community Centre forecourt and pedestrian crossing point
- Refresh of Carnegie Library and Community Centre forecourt (uplift existing tree canopies to improve sightlines, clean paving, replace existing picnic tables and remove artificial turf)

LEGEND

- Asphalt footpath
- Bluestone banding
- Garden bed
- Feature brickwork
- Public artwork location
- FOCUS AREA 1
- Timber picnic table
- Timber bench seat
- Stainless steel bins
- Stainless steel bike hoops
- New small canopy tree
- New large canopy tree 'in-road'
- Existing tree — to be retained

No changes to Carnegie Station forecourt and footpaths

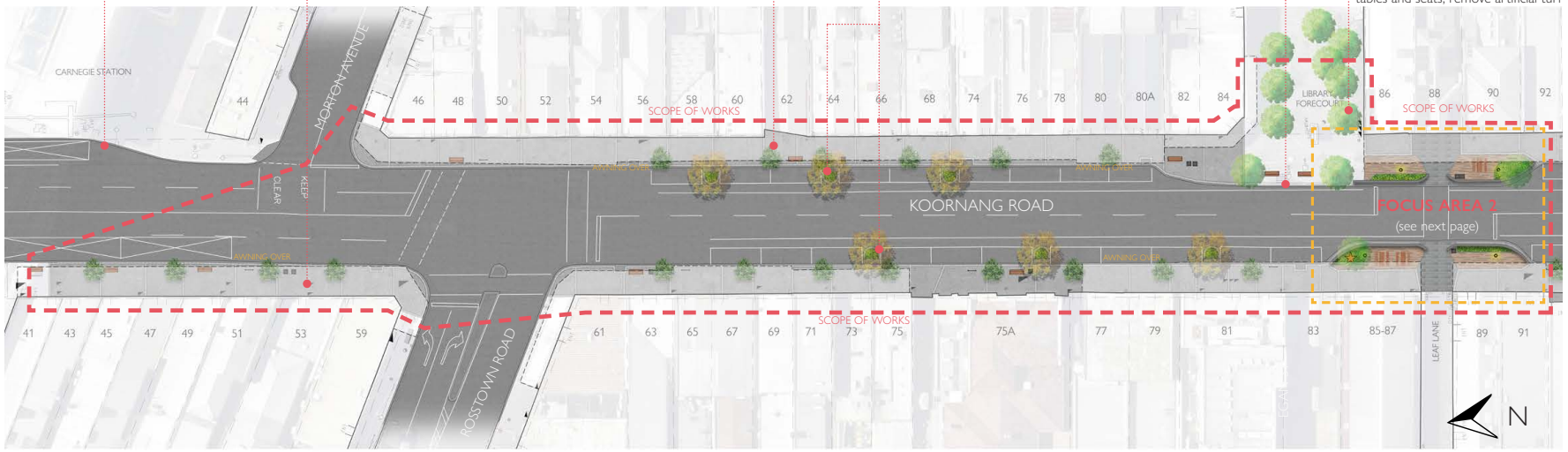
Renewal of all footpath areas with asphalt and bluestone banding

Install new small trees in footpath, underneath shop awnings

Conversion of one car park on either side of street, to facilitate planting of six 'in-road' large canopy trees and garden beds

Replace pedestrian fencing with bollards and low level garden beds

Carnegie Library and Community Centre forecourt: Uplift existing canopy trees, replace existing picnic tables and seats, remove artificial turf



CENTRAL PRECINCT (PART 1) — PRECINCT MASTERPLAN — SCALE: 1:500

LOCATION PLAN



FOCUS AREA 2 — PEDESTRIAN CROSSING (LIBRARY/LEAF LANE)

ENHANCED PEDESTRIAN CROSSING AREA

The existing pedestrian crossing point opposite Leaf Lane and the Carnegie Library and Community Centre forecourt is the busiest crossing on Koornang Road. However, the public realm in this location does not support people to stop and rest and enjoy the street. The proposed upgrades include making the seating areas wider, new feature brickwork and bluestone paving and the addition of new timber seats, garden beds and lighting.

The upgrades will maintain the crossing as a primary connection point over Koornang Road, but will also encourage people to stay and engage with each other and enjoy the vibrancy of the street.



FOCUS AREA 2 — (ELEVATION VIEW) SCALE: 1:100 (A3)



SEATING AREA — PERSPECTIVE SKETCH (LOOKING SOUTH)



Retain/enhance existing trees



Hardwood timber picnic tables



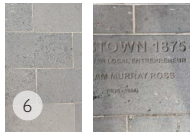
Garden bed planting



Replace light head fixtures



Feature brickwork (matching nearby Carnegie Station forecourt)

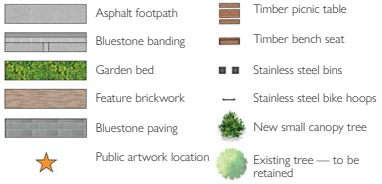


Bluestone paved areas, with etching of select pavers with local history and wayfinding



FOCUS AREA 2 — (PLAN VIEW) SCALE: 1:200 (A3)

LEGEND



KOORNANG ROAD — STREETSCAPE MASTERPLAN

LOCATION PLAN



CENTRAL PRECINCT (PART 2) — PEDESTRIAN CROSSING TO NEERIM ROAD

OVERVIEW

The second half of the Central Precinct continues the fine grain retail frontages, awnings over the footpath within outdoor dining and shopping lining the street. Improvements in this section of the street include upgrading the pedestrian crossing to a signalised pedestrian crossing, along with the continued installation of trees within the parallel parking bays (nine trees in total, requiring conversion of three parking spaces).

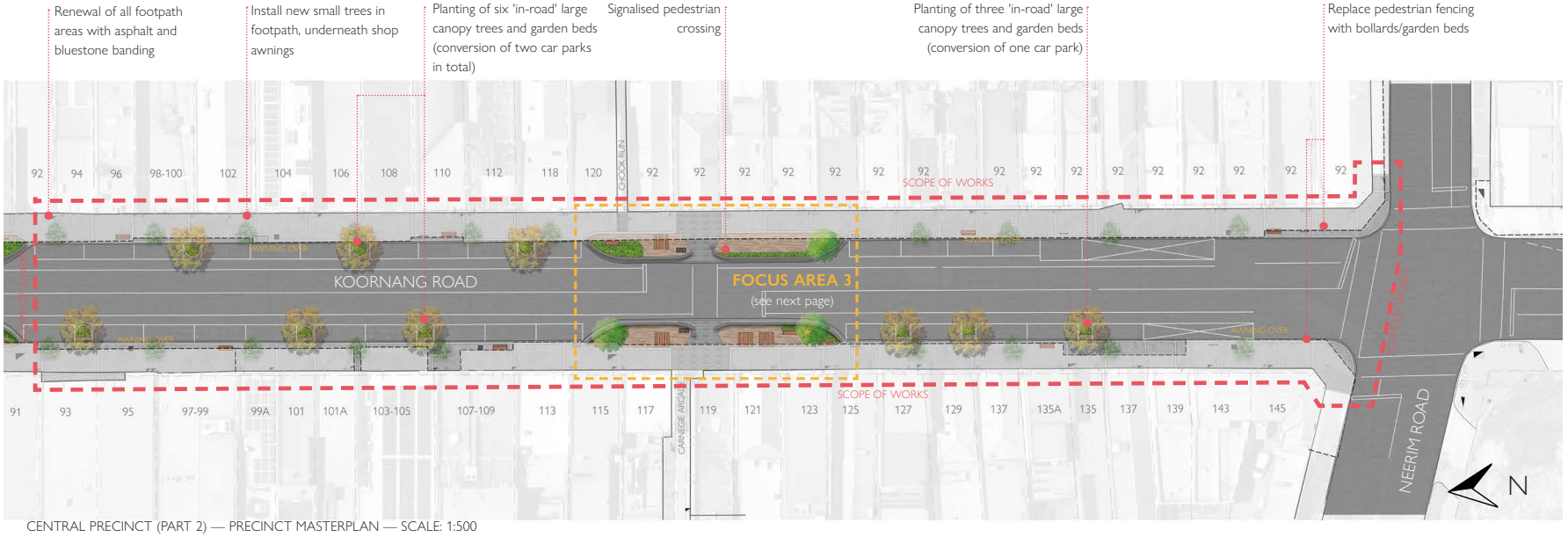
Other improvements will focus on refreshed footpath pavements, replacement of poor-quality trees in the footpath and upgraded street furniture.

KEY INITIATIVES

- Installation of nine large canopy trees within the parallel parking bays (requiring conversion of three car parks)
- Upgrade parking bays to larger sizes to make parking and manoeuvring easier
- Replacement of all existing street trees underneath awnings with new small trees
- Renewal of entire footpath area with consistent and high-quality palette (asphalt with bluestone banding)
- Installation of additional seats, bike hoops and bins in selected locations
- Installation of pedestrian-operated signals at the pedestrian crossing point (DTP has provided 'in principle' support, but full approval will be subject to detail design/modelling)
- Upgrade of pedestrian crossing area (seating, lighting, feature paving and garden beds — see **FOCUS AREA 3** detail on following page)
- Provision for public artwork at the crossing point, to celebrate Koornang Road's identity
- Replacement of all existing street furniture with consistent, high-quality and durable furniture.
- Solid centre line to replace dashed line down Koornang Road, to prevent 'U' turns

LEGEND

- Asphalt footpath
- Bluestone banding
- Garden bed
- Feature brickwork
- Public artwork location
- FOCUS AREA 1
- Timber picnic table
- Timber bench seat
- Stainless steel bins
- Stainless steel bike hoops
- New small canopy tree
- New large canopy tree 'in-road'
- Existing tree — to be retained



CENTRAL PRECINCT (PART 2) — PRECINCT MASTERPLAN — SCALE: 1:500

29

FOCUS AREA 3 - PEDESTRIAN CROSSING

ENHANCED PEDESTRIAN CROSSING AREA

The most critical issue to be solved in this location is the unsafe pedestrian crossing point. Traffic modelling and discussions with the Department of Transport and Planning have provided 'in-principle' support for a pedestrian-operated traffic signal at this crossing point. Other options were tested (such as a raised pedestrian crossing, or zebra crossing), however these are not supported based on traffic and flood modelling results. The signalised crossing will provide pedestrians with a safe way to cross the road, while signal timing will be synced with the Neerim Road intersection to ensure smooth flow of vehicle traffic.

Other upgrades at this location include feature brickwork paving, a larger area dedicated for seating and gathering, colourful garden bed planting, upgraded seating/bins/bike hoops and space for public artwork to be installed. Existing feature lights to be upgraded with modern luminaries and painted matte black.



FOCUS AREA 3 — PERSPECTIVE SKETCH (LOOKING NORTH)


Feature paving


Timber picnic tables


Colourful understorey planting and retain existing trees


Public artwork location (example)



Bluestone paved areas, with etching of select pavers with local history and wayfinding


Pedestrian-operated traffic signals (subject to final approval by Department of Transport and Planning)



FOCUS AREA 3 — (PLAN VIEW) SCALE: 1:100 (A3)

LEGEND

- Asphalt footpath
- Bluestone banding
- Garden bed
- Feature brickwork
- Bluestone paving
- Public artwork location
- Timber picnic table
- Timber bench seat
- Stainless steel bins
- Stainless steel bike hoops
- New small canopy tree
- Existing tree — to be retained

KOORNANG ROAD — STREETSCAPE MASTERPLAN

LOCATION PLAN



SOUTHERN PRECINCT — SOUTH OF NEERIM ROAD

OVERVIEW

This precinct contains a strip of shops along the western side of Koornang Road, which then transitions into the residential areas of Carnegie to the south. On the west side of the road, there are medical centres and commercial buildings setback from the street. However, the most defining characteristic is the large vacant allotment on the corner of Neerim Road.

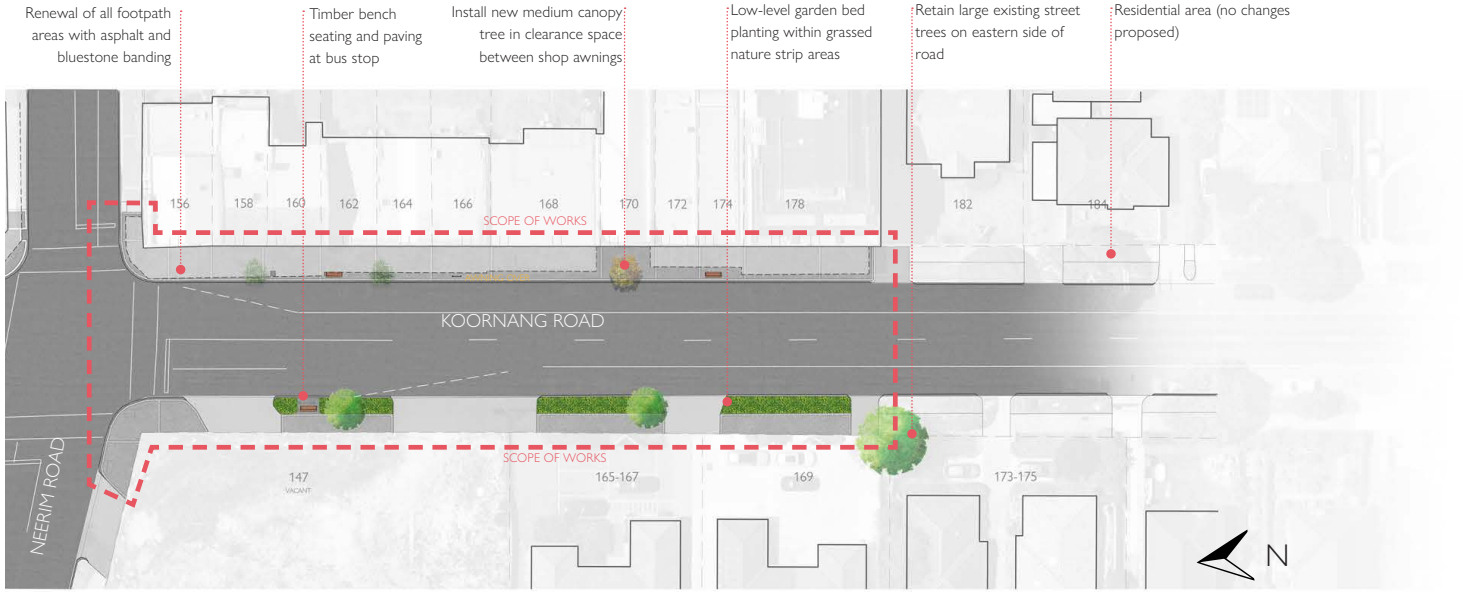
The footpath area opposite the vacant allotment has indicative changes proposed, however the final design will be dependent upon the proposed development on the vacant corner site.

KEY INITIATIVES

- Replacement of existing street trees underneath awnings with new small trees
- Addition of one medium canopy tree in the space between shop awnings
- Renewal of footpath area with consistent and high-quality palette (asphalt and sawn bluestone banding)
- Installation of additional seats, bike hoops and bins in selected locations
- "Welcome to" signage installed at gateway entrance to Koornang Road
- Footpath area on corner of Neerim Road/ Koornang Road to remain largely unchanged until development is proposed on large corner lot (we will work with the developer on a public realm plan at at a future date)
- Installation of a new bench and paved area at the bus stop on the western side of the road
- Retention of existing street trees on western side of road

LEGEND

- Asphalt footpath
- Bluestone banding
- Garden bed
- Timber bench
- Stainless steel bins
- Stainless steel bike hoops
- New small canopy tree
- Existing tree — to be retained



SOUTHERN PRECINCT — MASTERPLAN — SCALE: 1:500 (A3)



CHAPTER 4
PALETTES AND DETAILS

NEW CANOPY TREES 'IN-ROAD'

OVERVIEW

The most transformational component of this *Masterplan* is the proposal for the installation of large canopy trees in selected parking bays along the street. This will provide a lush canopy of greenery and seasonal colour that will make the street more welcoming and visually stunning.

After assessing a variety of options for canopy trees, the many constraints on Koornang Road have meant that the only viable option for large canopy trees to establish successfully, is to plant them in protected kerb outstands, between parallel parking bays.

The 'in-road' trees will also require final detail design approval from service authorities, to ensure appropriate clearance from their underground.

KEY INITIATIVES

- Planting of 15 large canopy trees within parking bays along both sides of Koornang Road. This requires the conversion of a total of five parallel car parks across the length of Koornang Road, to facilitate the canopy tree planting (there are currently 89 car parks within the study area)
- Creation of a 'green corridor' between Rosstown Avenue to Neerim Road
- Water sensitive urban design incorporated into tree pits, for passive irrigation and to reduce flood impacts
- Repainting of remaining parking bays to increase size to approximately 6.3–6.5m long bays, which will make manoeuvring easier and improve traffic flow (without affecting parking numbers)

CANOPY TREES



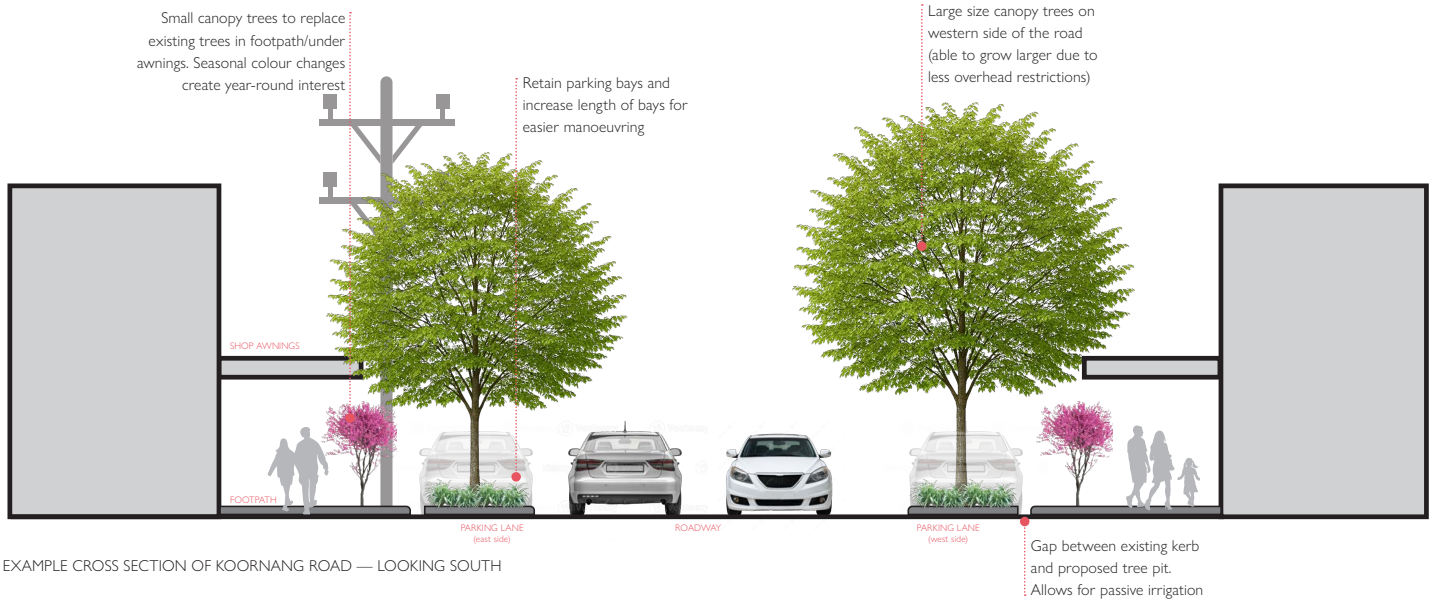
Large tree:
Zelkova serrata
'CITY SPRITE'
Japanese Zelkova



Large tree:
Ulmus parvifolia
'TODD'
Chinese Elm 'Todd'



Small tree (footpath):
Cercis chinensis
'AVONDALE'
Chinese Redbud



EXAMPLE CROSS SECTION OF KOORNANG ROAD — LOOKING SOUTH

PERSPECTIVES — TREES 'IN-ROAD'

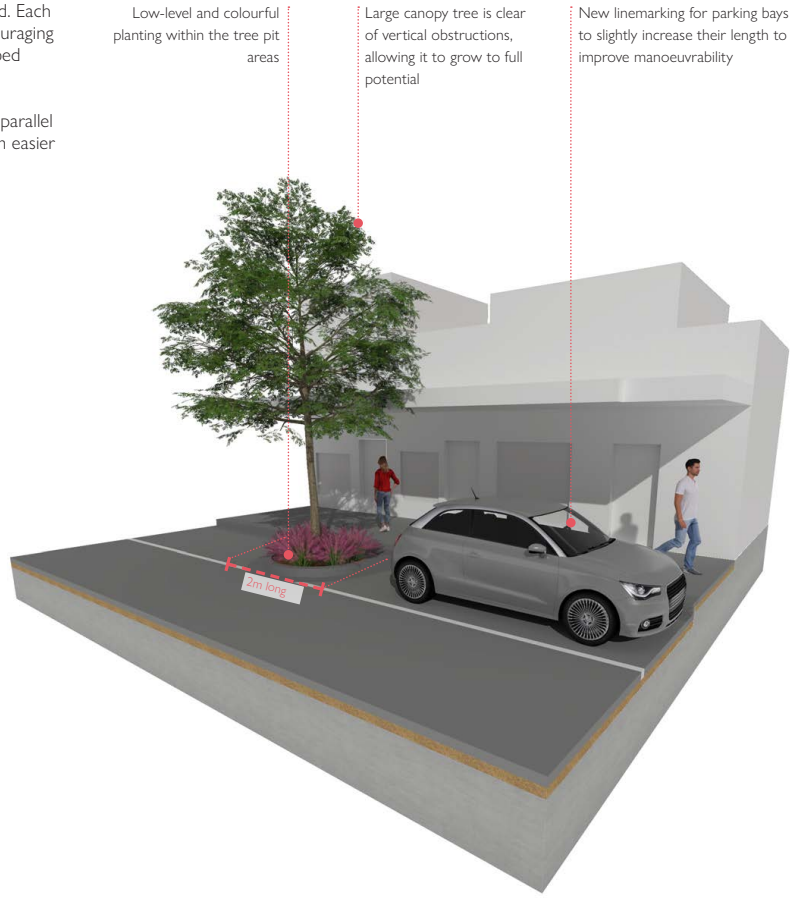
OVERVIEW

The perspectives here demonstrates how the large trees will be installed between car parking bays on Koornang Road. Each tree pit is typically 2m long, by 2.1m wide and will be passively irrigated by existing stormwater along the street, encouraging tree growth. These tree pits can be filled with colourful low-level planting to provide additional greening and garden bed opportunities along the street.

The conversion of one car park (typically 6.5m in length) will facilitate the planting of three trees across a segment of parallel parking. New linemarking for car parks will be undertaken that extends the lengths of the parallel spaces making them easier to get in and out of (reducing manoeuvring and congestion on Koornang Road), without reducing their quantity.



TREE PIT IN PARKING BAY — SIDE VIEW



TREE PIT IN PARKING BAY — ISOMETRIC VIEW

ARTIST IMPRESSION — TREES 'IN-ROAD'

OVERVIEW

This sketch perspective demonstrates what Koornang Road can look like when the new canopy trees within the parking bays have established.

This sketch represents the view looking south from the pedestrian crossing at Leaf Lane, towards Neerim Road.



LOOKING SOUTH TOWARDS NEERIM ROAD (CANOPY TREES AND PEDESTRIAN SIGNALS AT CROSSING

MATERIALS PALETTE

FOOTPATH TREATMENTS

TYPICAL FOOTPATH:



ASPHALT WITH SAWN BLUESTONE BANDING

Size 7 asphalt with sawn bluestone banding (245mm x 495mm x 40mm). Banding to align as close as possible to title boundaries between shops and run along back of kerb.

WHERE TO USE:
This will be the typical footpath treatment for the footpath along Koornang Road. To be used the entire length of Koornang Road except for feature areas and crossing points.

FEATURE BRICKWORK:



NARROW BRICKS WITH MIXED COLOURS

Mix of three x Bowral 'Hamlet' bricks (Blue, Sepia and Ash). 230mm x 76mm x 65mm in stretcher bond pattern. Colours mixed in random pattern.

WHERE TO USE:
To be used at proposed gathering place seating areas Chosen as a reference to Carnegie Station forecourt.

TREE PIT COVERS:

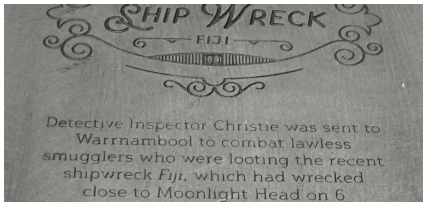


FIBREGLASS AND STAINLESS STEEL PIT COVER

'Glen Eira' Tree Grate by Terra Firma, 1,200mm x 1,200mm. Galvanised steel frame with charcoal-coloured fibre glass pit lids. Removal of inner ring to accommodate trunk growth.

WHERE TO USE:
To be used for all proposed street trees on the footpath, not within garden beds.

LOCAL STORY TELLING:



BLUESTONE ETCHING

Text and images etched into bluestone where large bluestone feature areas are proposed.

WHERE TO USE:
To be used for wayfinding to nearby laneways/landmarks and also a tool for storytelling and local history.

FEATURE PAVING:

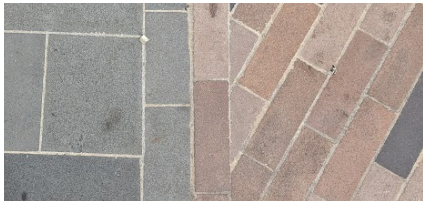


SAWN BLUESTONE

Sawn bluestone (245mm x 495mm x 30mm) in stretcher bond pattern.

WHERE TO USE:
To be used at high-use pedestrian points such as pedestrian crossing points and street corners.

INTERFACE TREATMENTS:



NARROW BLUESTONE/BRICK EDGING

Narrow bluestone (100mm x 200mm x 30mm) edging around perimeter of feature bluestone paving areas.

WHERE TO USE:
To be used where interfacing with brickwork and asphalt surfaces that abut larger bluestone areas.

TACTILE STRIPS AT CROSSING POINTS:



GRANITE AND BLUESTONE TGSI TACTILE STRIPS

Kahn Modular - 'discrete warning and directional' tiles. Ivory colour to contrast against bluestone for compliance with luminous contrast requirements.

WHERE TO USE:
At pedestrian crossing points where bluestone pavers are proposed to the interface with the street.

STREET FURNITURE PALETTE

SEATING:



TIMBER BENCH SEAT WITH RECYCLED CAST ALUMINIUM

'Fulcrum' timber bench seat. Hardwood timber slats (Cutek Stain) with recycled cast aluminium fixtures (Mill Finish).

INSTALL REQUIREMENTS:
Offset 600mm from back of kerb. Facing away from street. Minimum 1.8m space between bench and shopfronts.

GROUP SEATING:



TIMBER PICNIC TABLE

'Fulcrum' timber picnic tables. Hardwood timber slats (Cutek Stain) with recycled cast aluminium fixtures (Mill Finish). Wheelchair accessible option at one end.

INSTALL REQUIREMENTS:
Maintain 1m apron and clearance around outside edge of picnic table. Face wheelchair accessible end towards shopfronts.

LIGHTS:



MODERN LIGHT FIXTURES

BEGA 'Edge-lit pole-top luminary' (Symmetric). Matte black, powder-coated or similar modern light fixture.

INSTALL REQUIREMENTS:
Luminaries to replace existing 'ball top' luminaries along Koornang Road. Retain existing light poles and paint black.

BIKE HOOPS:



STAINLESS STEEL CURVED BIKE HOOP

'BR10' bike hoop, bolted into concrete footings.

INSTALL REQUIREMENTS:
Maintain minimum 1.1m spacing between hoops. Align parallel to road edge. Placed at high traffic locations.

BINS:



STAINLESS STEEL BIN ENCLOSURE

Perforated steel bin enclosure for 240L bins. The enclosure can also be fitted with the 'letterbox' lid, which provides weather protection and can reduce odours.

INSTALL REQUIREMENTS:
Offset 600mm from back of kerb. Generally locate where existing bins are located. Maintain 1.8m clearance between bin and shopfronts.

TREE SELECTION PALETTE

The trees outlined below are example species that can be installed across the street as part of the streetscape works. The selected species are hardy, reliable and will provide seasonal interest as they change colour over the year. There is also a multicultural planting theme, referencing the many multicultural businesses and communities along Koornang Road. These tree species can be used where appropriate when replacing existing trees.
In some instances, it may be appropriate to replace existing trees with the same species (typically an Ornamental Fig or Bay Laurel). Additionally, 'under awning' trees species may vary depending on site location and constraints.

SMALL CANOPY TREE (UNDER AWNING)



Cercis Chs 'Avondale'
Chinese Redbud

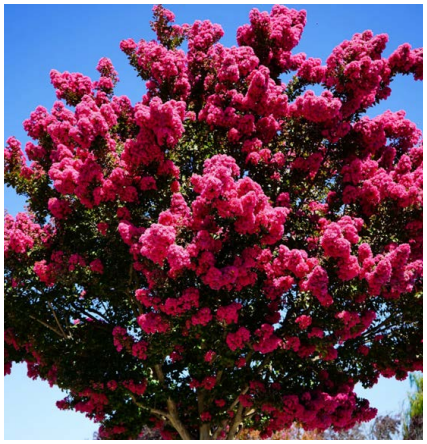
The 'Chinese Redbud' is compact and deciduous, with beautiful purple/pink flowers that appear in Spring. It is a small tree that is drought tolerant and tolerates part shade. The Chinese Redbud tree has been chosen to honour the many multicultural businesses, residents and visitors that contribute to the vitality of Koornang Road.

MATURE SIZE:
3m high x 2.5m wide

WHERE TO USE:
Due to the limitations with sunlight and vertical clearance, this tree is to be used underneath shop awnings when undertaking succession planting to remove the existing trees under awnings.

NOTE: Species selection may vary during detail design phase, pending further analysis of site constraints

SMALL/MEDIUM CANOPY TREE



Lagerstroemia indica x fauriei 'Tonto'
Crepe Myrtle 'Tonto'

The Crepe Myrtle 'Tonto' is hardy, compact and colourful. It displays beautiful purple/pink flowers in late Summer to Autumn. The flowering time will compliment the Chinese Redbud tree and will contribute to the colourful planting palette along the street — creating year-round interest.

MATURE SIZE:
3m high x 3m wide

WHERE TO USE:
The 'Tonto' is hardy and able to withstand difficult growing conditions. As such, it can be utilised on the eastern side of Koornang Road when undertaking succession planting for existing trees underneath shop awnings. It may also be planted on the western side of the street within the footpath areas, where vertical space allows.

LARGE CANOPY TREE (IN-ROAD)



Zelkova serrata 'City Sprite'
Japanese Zelkova 'City Sprite'

This tree is a semi-dwarf cultivar of the Japanese Zelkova. It is a compact and deciduous tree that is able to grow well in difficult urban environments. It has a dense oval shape for its canopy and a tidy growing habit. In summer it has bright green leaves, which turn yellow and brown in autumn before shedding — allowing sunlight to reach the street in winter.

MATURE SIZE:
10–15m high x 7–13m wide

WHERE TO USE:
The 'City Sprite' will succeed best in full sun and will require at least 4–5m of vertical clearance. As such, this tree can be planted within the footpath where there is vertical clearance, or can be used within the proposed kerb outstands between parallel parking bays.

LARGE CANOPY TREE (IN-ROAD)



Ulmus parvifolia 'Todd'
Chinese Elm 'Todd'

The Chinese Elm 'Todd' has a strong vertical growing habit, with fine leaves and an even branch structure. It is a very hardy tree that handles difficult urban environments, delivering excellent shade, dense canopy and year-round visual colour appeal through its leaves, which change to yellow and orange in Autumn. It also has an attractive bark texture that adds character and interest.

MATURE SIZE:
10–15m high x 10–15m wide

WHERE TO USE:
The Chinese Elm 'Todd' is capable of growing quickly and can become a large canopy tree once established. It should be planted within the proposed kerb outstands within Koornang Road, between the parallel parking bays. When clear of vertical and underground restrictions, the tree will spread to create a dense canopy and a green cover on Koornang Road.

GARDEN BED PALETTE

DETAILS AND TYPICAL PLANTING MIX

GARDEN BED HOOPS



RUSTED STEEL HOOPED GARDEN BED EDGES

16mm steel garden edging hoops. Approximately 600mm above surface level, interlaces to create a consistent barrier along garden bed edge.

WHERE TO USE:
Along perimeter of at-grade garden beds along Koornang Road.

PLANTING MIX



TYPICAL GARDEN BED PLANTING MIX

Low-level garden bed planting is a mix of native shrubs, indigenous grasses, colourful perennials along with selected ground covers.

The colour theme is a mix of yellows, purples and reds, with different forms and leaf shapes to create visual and seasonal interest.

All plants are generally low in height, to ensure that sightlines are maintained for vehicles and people, as well as being relatively low-maintenance species that can handle the tough conditions of Koornang Road.

Plant selection show here is indicative and may be subject to revisions, pending detail design and further analysis of on-ground constraints.

WHERE TO USE:
Selected plants from the preferred palette can be used in any garden bed areas along Koornang Road. The repetition of similar plants will create a consistent character theme for the street.



Banksia spinulosa



Hardenbergia violacea 'HB2'



Melaleuca viminalis 'Little John'



Santolina chamaecyparissus 'Nana'



Westringia fruticosa 'WES03'



Dichelachne crinita



Poa 'Eskdale Blue' PBR



Echinops ritro 'Veitch's Blue'



Chrysocephalum semipapposum



Myoporum parvifolium 'PARV01'



Eremophila glabra 'Kalbarri'



Pycnosorus chrysanthes



Stylidium graminifolium

GLEN EIRA
CITY COUNCIL

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 2421
Caulfield Junction VIC 3161

Phone: (03) 9524 3333
mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. https://internet-relay.nrscall.gov.au

Social media

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www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:
www.instagram.com/cityofgleneira

LinkedIn:
www.linkedin.com/company/glen-eira-city-council

Glen Eira arts, gallery and events:
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Group	Comment theme	Summary of comments	Response
Diverse, Welcome, Accessible Places Advisory Committee	Furniture and materials palette	Footpath replacement is welcome and well overdue. Street furniture choices and materials are well considered. Question bluestone and whether that will become slippery when wet. Suggestion for bollards to replace pedestrian fencing (particularly Neerim Road which is very tight).	• Noted support for footpath replacement and materials/furniture palette. • The proposed bluestone is sawn bluestone and will have a minimum slip rating of P5, which is compliant with Australian Standards. • Large areas of bluestone paving are limited, with bluestone mainly used as a banding material to break up footpath treatment. • The opportunity for bollards and low-level garden beds to replace pedestrian fences in some key locations (including intersections at Neerim Road and Dandenong Road) will be further explored as part of the detail design process.
	Accessibility and ease of access	Consider the needs of those with limited mobility and improve wayfinding along the street.	• The Masterplan focusses on improving pedestrian safety and navigation along the street. • The proposed replacement of footpaths will create a smooth surface for ease of travel. • There will be further work undertaken to improve wayfinding and consider the needs of those with limited mobility/vision.
	Signalised pedestrian crossing	Support for signalised pedestrian crossing at the Chook Run/Carnegie Lane crossing.	Noted.
	Car parking numbers	There was a mixed response to car parking proposals. Some members of the committee suggested removing more car parks and making the street more pedestrian focussed. Others suggested creating multi-level car parks to offset any parking loss on the street.	• The masterplan has sought to achieve a balance between minimal impacts to car parking numbers and achieving high impact greening for the street through canopy tree planting. Overall, the Masterplan requires the removal of 5 car parking spaces (out of 89 along Koornang Rd), for the planting of 15 large canopy trees. On balance, this approach seeks to achieve a compromise between maintaining existing parking conditions and achieving substantial canopy growth.

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			• The introduction of a multilevel car park is beyond the scope of this project.
	Proposed canopy trees	There was broad support for canopy trees along the street. Several committee members suggested increasing the proposed number of trees. The species selection for the canopy trees was also supported as they will work within challenging growing conditions.	• Noted support for proposed canopy tree planting and the proposed species. • There are limited opportunities for additional canopy trees along the street without substantial and costly changes to the existing conditions (eg service locations) or further reduction in car parking numbers.
	Arrawatta Street crossing	Concerns raised regarding the safety of this crossing point, however it was acknowledged by the Committee that this is a very difficult intersection to solve/improve.	• The Masterplan proposes a new gathering place and seating area opposite the Arrawatta St crossing point. There are no changes proposed to the physical 'on-road' conditions as this is a challenging road environment and improvements here would be extremely costly for minimal gain. The crossing is currently signalised and prioritises pedestrians. Along with the improvements proposed near this crossing, it is anticipated that the crossing will be more frequently utilised and pedestrian safety will increase.
Carnegie Traders Association	Masterplan scope is limited to Koornang Road	Concern that the plan focuses only on Koornang Road and does not address the wider Activity Centre, including Neerim Rd, Dandenong Rd, side streets, laneways and public spaces.	• The focus on Koornang Road is intentional to ensure the Masterplan remains targeted, achievable and financially realistic. While side streets form part of the broader precinct, the major streetscape renewal focus is Koornang Road.
	Loss of parking	Strong objection to the loss of five parking spaces. Request to minimise parking removal wherever possible.	• Council recognises this issue and has sought to balance competing community needs while minimising parking impacts. • Further investigation of potential parking offsets will continue, with delivery to occur in stages, allowing impacts to be monitored and mitigated over time.
	Parking changes / management	Request for dedicated parking areas for Uber/delivery bikes, particularly at night. Request that loading zones	• Suggestions noted. Council will discuss opportunities with Traffic Engineers and investigate potential solutions.

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		remain available for night-time use. Concerns regarding Uber bike riders on footpaths and lack of enforcement.	• Regarding Uber bike riders on footpaths – this is a compliance matter for enforcement by Victoria Police. This concern will be raised with Council's Civil Compliance team, who regularly meets with local Police. Local Police will be advised of the issue and community concern, with a greater need for enforcement along Koornang Rd.
	Visual clutter	Support reducing visual clutter but seek coordination with VicRoads and other authorities regarding signage management.	• Noted support for removing visual clutter throughout the street. • Improvements to wayfinding are proposed in the masterplan and will be further explored as part of the detail design process.
	Garden beds and planting	Support proposed low-height native planting. Requested clarification on ground cover and water provision.	• Noted support for planting palette. • Garden beds will be finished with a mulch blend to suppress weeds and improve plant health. • Water-sensitive design approaches will be incorporated where possible.
	Tree species / maintenance	Provisionally support Chinese Elms but raised concerns regarding seasonal loss of greenery, leaf litter, maintenance, impacts on drains, signage visibility and shop access. There was also a question raised regarding how Council will manage leaf litter and long-term upkeep.	• Chinese Elms were selected for their hardy nature and relatively light canopy. • Trees will be positioned to minimise impacts on signage, awnings and shop entrances, generally along the kerb line. • Passive irrigation from stormwater runoff is being explored. • Council's Urban Forest and Parks teams will maintain trees and manage leaf litter. The trees will be added to the asset register and will have a program for seasonal watering, pruning and inspections.
	Proposed materials	Support asphalt paving and sawn bluestone banding, noting durability and ease of utility reinstatement.	Noted.
	Signalised pedestrian crossing at Chook Run/ Carnegie Arcade	Supports the proposed additional crossing. Requested that signals be synchronised with existing traffic signals to minimise traffic delays.	• Noted support for signalised crossing. • Council will work with the Department of Transport and Planning on the signal timing and phasing, to ensure that queuing is acceptable and the street continues to function effectively.

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	Financial sustainability and maintenance capacity	Questioned whether Council has adequate resources for cleaning, pruning, replanting, graffiti removal and furniture upkeep.	• Council maintains established programs and resources for the upkeep of streetscape assets. New assets are selected from Council's standard palette to ensure efficient maintenance and replacement. • All new trees will be added to the asset register, which will ensure a regular program of seasonal watering, pruning and leaf litter clean up.
	Signage & artwork	Requested gateway signage at both ends of the activity centre. Suggestion to use the skyrail infrastructure for artwork and precinct identification.	• The suggestion for "welcome" signage at both ends of Koornang Road is supported and the Masterplan has been updated to accommodate this change. • The skyrail artwork is a positive suggestion, however it will require coordination/approval from VicTrack and will be considered in subsequent stages of planning and implementation.
	Removal of fencing throughout the precinct	There were concerns raised regarding the removal of fencing throughout the precinct. There was a request to retain the fencing at Dandenong Rd, Neerim Rd and Rosstown Rd as it is used to host promotional material from the Traders Association for the street.	• The Masterplan seeks to improve pedestrian movement and remove barriers that limit movement. Whilst the existing fencing provides protection on prominent corners, it prioritises vehicle movement over walking convenience and can create congestion on the footpath. • As part of the detail design process, opportunities for consolidated signage locations will be considered to assist with promotional opportunities for the Traders Association.
Community Engagement (survey results)	Trees, shade and greenery	Strong support for increased trees, shade and greenery across the centre. This was the most supported element of the masterplan (69%). Some responses requested more trees, or raised concerns about tree/canopy size, maintenance and visibility impacts to shops	• The general layout and planting density will remain the same as per the draft masterplan. The concerns regarding maintenance are noted and Council will ensure budget is available for appropriate maintenance. • It is not expected that the trees will have a substantial impact on business signage visibility. The species proposed are a mix of deciduous and semi-deciduous and will be subject to a consistent pruning and maintenance schedule.
	Overall design & principles	There was broad support for the draft Masterplan (70%) and the designs within. There was also	Noted. No changes to the principles proposed. Refinements to the design will occur at detail design phase.

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		support for the key principles within the Masterplan and improving Koornang Road as a destination and public space.	
	Footpaths and accessibility	There was support for improving footpaths as per the proposed designs in the Masterplan. Some suggestions for refinement included retaining the existing red bricks as part of the heritage. Another suggestion was to involve older adults and people with a disability in the planning phase	• One of the key aspirations of the Masterplan is to improve the footpath conditions, using the standard suite of materials and finishes from Council's *Street Design Guidelines*. The existing red bricks are proposed to be phased out for sawn bluestone, which provides a clean look and is less susceptible to lifting. • An accessibility audit undertaken at the detail design phase, to identify opportunities to enhance accessibility and inform the final design outcomes.
	Parking	There was a mixed response about parking impacts from the Masterplan. Several comments supported reducing on-street parking to create space for canopy trees, whilst several others requested further parking removal along the street (30%). In contrast, some responses opposed removal of any parks to install trees and there were several calls for the construction of a multi-deck (or underground) parking structure.	• The Masterplan seeks to achieve a balance between retaining existing parking conditions and increasing canopy tree planting along Koornang Rd. • The consultation revealed strong support for greening of the centre and the proposed removal of 5 (out of 89) parallel parking bays will facilitate the planting of 15 large canopy trees (1 car park removal allows for 3 canopy trees to be installed), accordingly the number of trees proposed and resulting reduction in car parks has not changed. • The Masterplan proposes to slightly increase the length of existing parking bays to make them easier to access, which will improve traffic flow and improve manoeuvrability along the street. • Council will continue to investigate alternative options for parking offsets.
	Pedestrian crossing	Respondents strongly supported new and upgraded crossings. Some requested additional crossings and	Noted support for upgraded crossing points. Upgrades to additional crossings were tested as part of the Masterplan process, however these were ruled out for various reasons (flooding, traffic impacts etc.)

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		wider crossing points to improve safety and pedestrian flow.	
	Traffic movement	Many comments focused on balancing pedestrian improvements with traffic flow. Suggestions included clearer traffic management, signal coordination, turn controls, speed management and stronger enforcement of no-U-turn restrictions	• Council will work with DTP as part of the detail design process for the signalised crossing, to resolve signal timing and turning movements and the street continues to function effectively. • Regarding U-turns, the Masterplan proposes a solid centreline down Koornang Rd, which would prevent legal U-turns.
	Cycling and active transport	Several respondents suggested that the Masterplan could better support cycling. Suggestions included improved cycling safety, better route connections and more visible cycling infrastructure.	• It should be noted that the 'buffer zones' on either side of Koornang Road are not formal bicycle lanes, however cyclists may use them when travelling along the Koornang Road route. • Establishing a dedicated bicycle lane along Koornang Road is not practical due to the substantial loss of on-street car parking and the significant road reconfiguration required. While Council supports active travel, the Masterplan seeks to balance community benefit, feasibility and cost. Council will continue to support cycling through improvements to alternative routes, connectivity and cyclist safety. • The Carnegie Structure Plan 2022 shows an alternate cycle route through Carnegie via Shepparson Avenue, connecting with the Djerring Trail.
	Seating and places to stop	Additional seating was generally supported as a way to make Koornang Road more comfortable and welcoming. Some respondents requested more seating, weather protection and opportunities for outdoor dining. One respondent raised concerns about seating too close to traffic.	• The proposed seating locations have been reviewed as part of the final Masterplan. Further refinement and relocations can be considered as part of the detail design phase, when reviewing other factors such as underground services, trader requests and outdoor dining options. • All seating will be appropriately set back from the kerb as per Council's Street Design Guidelines.

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	Maintenance and upkeep	A small number of respondents emphasised the importance of ongoing maintenance of landscaping and public infrastructure.	• All assets used within the proposed Masterplan are standard features that are also listed within Council's Street Design Guidelines. • These assets are easily sourced and their maintenance requirements are well understood. • All assets will be added to Council's asset register to ensure regular upkeep and maintenance.
	Future public transport	A small number of respondents requested that the design not constrain future public transport opportunities, including potential tram extensions.	• Council is not aware of any plans for future public transport expansion along Koornang Road in the immediate future, however the proposed streetscape works will not limit this possibility should it eventuate.
	Public artwork	There was support for increased public artwork along Koornang Road. One suggestion for refinement included painting the underpass of the skyrail to promote Koornang Road.	• Noted support for increased public artwork throughout the precinct. • The skyrail artwork is a positive suggestion, however it will require coordination/approval from VicTrack and will be considered in subsequent stages of planning and implementation
	Lighting and sense of safety	Support for lighting throughout Koornang Road. Some submissions called for more lighting, whilst some submissions also had concerns regarding the style of the proposed luminaire to be used along the street.	• Noted the general support for lighting throughout the precinct for sense of safety. • The selected luminaire is a minimalist design that will blend in with the surrounds and will compliment the streetscape and selected furniture palette. • The audit of lighting determined that the street lighting was compliant and supplemented by illuminated shop fronts and advertising signs so additional lighting was not required. Some public amenity lighting may be considered within the 3 focus areas (this will be determined at detailed design phase).
Community Engagement (open text responses)	Parking	Mixed response regarding parking. Concerns regarding removal of car parks for installation of canopy trees. Suggestions from several submitters for construction of a	• The Masterplan seeks to achieve a balance between retaining existing parking conditions and increasing canopy tree planting along Koornang Road. • The consultation revealed strong support for greening of the centre and the proposed removal of 5 (out of 89)

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		multi-storey car park behind the main street. Conversely, some submitters also asked for the Masterplan to go further and remove more parks for installation of additional trees. There was a suggestion for a permanent clearway to be established along Koornang Rd, near the Dandenong Rd end of the commercial strip.	parallel parking bays will facilitate the planting of 15 large canopy trees (1 car park removal allows for 3 canopy trees to be installed), accordingly the number of trees proposed and resulting reduction in car parks has not changed. • The Masterplan proposes to slightly increase the length of existing parking bays to make them easier to access, which will improve traffic flow and improve manoeuvrability along the street. • Council will continue to investigate alternative options for parking offsets. • Suggestions re clearway are noted and Council will discuss opportunities with Traffic Engineers and investigate potential solutions. • The introduction of a multilevel car park is beyond the scope of this project.
	Traffic movement	Concern regarding safety of Neerim Rd and Koornang Rd. The intersection is very busy and requires a dedicated right hand turn	• The Masterplan scope does not include proposed upgrades to the Neerim Rd/Koornang Rd intersection. • Whilst the intersection is acknowledged as being busy, this is beyond the scope of the Masterplan and there is no funding for upgrades to the intersection at this time.
	Cycling safety	Support for a 30km/h speed limit along Koornang Rd and suggestion for the Masterplan to go further and remove parking to prioritise bicycles and pedestrians. Suggestion for zebra crossings instead of raised crossings. Concerns regarding safety of existing cycling along Koornang Rd. Concern regarding provision of bike parking and need for additional bike parking along footpath, particularly opposite Carnegie Central.	• The proposal to lower vehicle speeds to 30kmh was investigated but was ultimately not supported as an action for the Masterplan. Analysis of existing traffic speeds indicate that vehicles rarely travel faster than 30km/h due to the stop start conditions and high traffic volumes. The addition of a signalised pedestrian crossing at Chook Run/arcade will further slow vehicle speed. • The proposal for zebra crossings in-lieu of raised crossings was considered, however the traffic volumes along Koornang Rd are too high to support the safe use of zebra crossings, without formal signals to support them. • The suggestion for additional bicycle parking throughout the precinct is noted and supported and will be incorporated at detailed design phase (with consideration

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			given to Carnegie Central and other key areas of pedestrian/cycle volume). • The Carnegie Structure Plan 2022 shows an alternate cycle route through Carnegie via Shepparson Avenue, connecting with the Djerring Trail.
	Pedestrian safety	Concern regarding illegal U-turns and the behaviour of some drivers along Koornang Rd. Also, suggestion for pruning vegetation to make U-turn signs more visible	• Noted the concerns U-turns and poor driving along Koornang Rd. The Masterplan proposes a solid central line along Koornang Rd, which will make U-turns illegal. • Pruning of vegetation will be undertaken as part of the streetscape works to maintain sightlines to street signage.

July 2026

Better Streets, Better Places: Koornang Road, stage two

Engagement report



City of GLEN EIRA

GLEN EIRA CITY COUNCIL

BENTLEIGH, BENTLEIGH EAST, BRIGHTON EAST, CARNEGIE, CAULFIELD, ELSTERNWICK, GARDENVALE, GLEN HUNTLY, MCKINNON, MURRUMBEENA, ORMOND, ST KILDA EAST

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Executive summary

We've developed a draft *Masterplan* to upgrade Koornang Road, guided by the ideas, priorities and feedback the community shared during stage one engagement in June 2025.

We heard that the top three priorities for Koornang Road were: increasing trees and greenery, improving pedestrian safety, and upgrading footpaths and paving.

This feedback has directly informed the draft *Masterplan* and the proposed streetscape design.

How we engaged

We gathered community feedback over a four-week period from 1 June to 28 June 2026. The engagement was undertaken at the Consult level of the IAP2 Public Participation Spectrum.

Opportunities for community feedback included:

- an online survey and quick poll on Council's Have Your Say website
- comments shared at pop-up events
- submissions via email, phone or post

We asked the community what they liked about the draft *Masterplan* and how they thought it could be refined before the design is finalised.

Who we heard from

We received a total of **150 pieces of feedback**, including:

- 69 survey submissions
- 68 quick poll votes
- 3 comments at pop-up events
- 10 email submissions

What we heard

Overall, feedback highlighted areas of strong support as well as suggestions for how the design could be refined before it is finalised.

The following table summarises the key findings from the survey, quick poll and open-text feedback.



Broad support for the draft Masterplan

- 70% of quick poll respondents said the draft Masterplan reflects the priorities identified during stage one fairly well or very well.
- In addition, 38% of open-text comments expressed broad support for the overall design.



Trees, shade and greenery were the most valued aspect of the design

- Trees, shade and greenery were the most frequently selected feature respondents liked about the design (69%) and the most commonly discussed open-text theme (43% of comments).



Refinement feedback focused on movement and access

- Suggestions focused on tree species and maintenance, footpath accessibility improvements, and stronger support for cycling and active transport (14% of refinement comments, respectively). Additional pedestrian crossings were also suggested (9% refinement comments).



Views on parking and traffic were mixed

- Parking generated a range of views, with comments both supporting and opposing the allocation of parking space within the design (30% of refinement comments).
- Traffic-related feedback focused on congestion management, traffic signal changes and no U-turn enforcement (18% of refinement comments).

Background

We've developed a draft *Masterplan* to upgrade Koornang Road, guided by the ideas, priorities and feedback the community shared during our first round of engagement in June 2025.

Koornang Road is a key destination within the Carnegie shopping strip (Carnegie Major Activity Centre), and an important place for dinning, shopping, transport and community life.

It has been identified as a high-priority area for streetscape improvements through the *Better Streets, Better Places* program, with opportunities to improve pedestrian safety, greenery, accessibility and overall amenity.

This project aligns with Council's *Placemaking Strategy 2023–2027* and *Council Plan 2025–2029*, and supports the long-term vision set out in the *Carnegie Structure Plan*. Together, these plans guide improvements to create a safer, greener and more welcoming street for the community and local businesses.

During the first stage of engagement in June 2025, we received 314 pieces of feedback. We heard that the top three priorities for Koornang Road were:

- more garden beds and street trees
- improved pedestrian safety
- better footpaths and pavement

This feedback has directly informed the draft *Masterplan* and the proposed streetscape design.

In this second stage of engagement, we asked the community what they liked about the draft *Masterplan* and how they thought it could be refined before the design is finalised.

This report provides a detailed summary of the engagement activities undertaken and the feedback received from the community.

Communication activities

We ran a broad communication campaign to let people know about the engagement opportunity and invite them to take part. We used a mix of channels to reach key stakeholders and the wider community. The table below summarises the communication channels used and their reach and engagement.

Communication activities	Reach
Glen Eira News Article in the June 2026 edition.	• Delivered to approx. 64,500 residences
Have Your Say engagement page Live from 1 June to 28 June 2026.	• Views: 857 • Visits: 758 • Followers: 9
Social media: Facebook and Instagram Glen Eira City Council Facebook and Instagram accounts concluded the campaign with 6 posts, including main feeds and stories.	• Views: 15,277 • Reach: 9,353 • Interactions: 136 • Link clicks: 138
Community engagement e-newsletter June edition	• Recipients: 4,440 • Opened: 2,205 • Link clicks: 144 • Clicks to engagement: 58
Targeted promotion Shared with internal teams including City Economy, Youth Services and Life Stages, Sustainability and Libraries and promoted to their network. Presentation to Council's Diverse, Accessible and Welcoming Places Advisory Committee and Carnegie Traders Association.	• Emails: 13 • Presentations: 2
Poster Shared at Council facilities, including Glen Eira Town Hall and Glen Eira Libraries.	• Posters: 9
Postcard Distributed during pop-up events, drop-ins to businesses on Koornang Road and shared at Council facilities, including Glen Eira Town Hall and Libraries.	• Postcards: 358
Service Centre screen	On display during the engagement period.

Engagement activities

Feedback on the project was gathered through online activities and pop-up events held in Koornang Road, Carnegie.

The primary engagement activity was an online survey through Council's Have Your Say platform. Hard copies of this survey were available upon request.

Community members could also share feedback directly to the Engagement Team by phone, email or post.

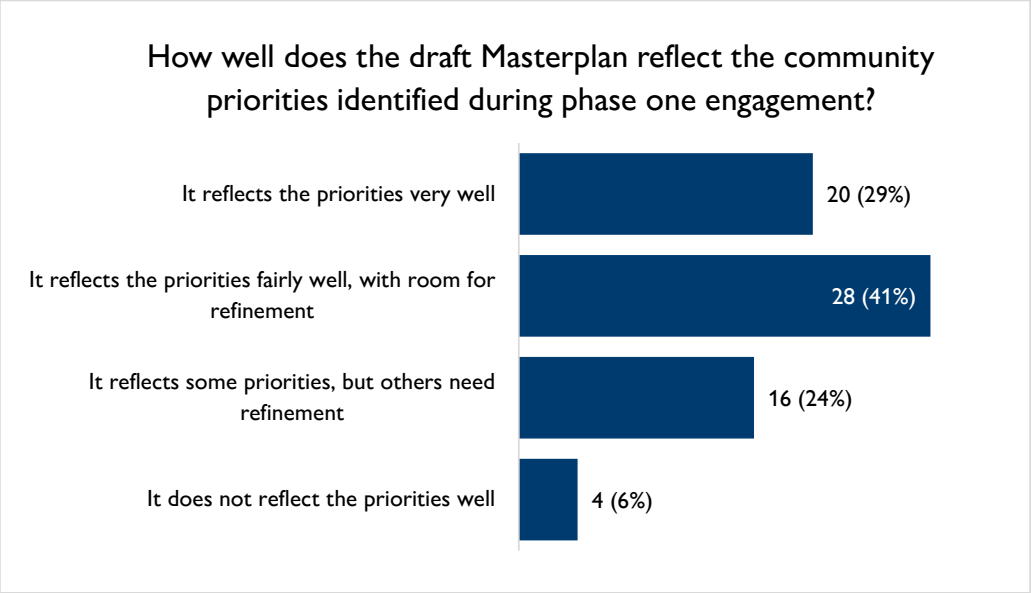
Engagement activities	Number who participated
Survey The community could complete the survey online at Have Your Say or request a hard copy survey.	• 69 survey submissions
Quick poll votes The community could vote in the 'quick poll' online at Have Your Say.	• 68 quick poll votes
Email submissions	• 10 emails
Community pop-ups 2 pop-ups were held at Koornang Road, Carnegie during the engagement period.	• 2 pop-up events • 3 comments • 41 conversations • 108 postcards handed out

What we heard

Quick poll

The quick poll was hosted on Have Your Say and asked how well the draft Masterplan reflects the priorities identified during the first stage of engagement.

Of the 68 respondents, 70 per cent said the draft Masterplan reflects the identified priorities fairly well or very well.



Email submissions

Ten email submissions were received and are summarised below.

The most common themes from the submissions are summarised in the table on the following page. A submission could reference more than one theme.

The most common themes related to parking and traffic and vehicle movement (4 submissions, respectively).

Theme	Description	# of mentions
Parking	• Concerns about existing parking availability, potential loss of parking spaces, and future parking demand. • Suggestions included retaining on-street parking and investigating a multi-storey public car park.	4 mentions
Traffic movement	• Suggestions to improve traffic flow and reduce congestion, including introducing a clearway, reviewing speed limits, introducing right-turn arrow signals and improving visibility of no U-turn restrictions.	4 mentions
Public realm improvements	• Support for additional trees, greenery, seating, and public art to improve comfort, attractiveness and the overall streetscape experience.	2 mentions

Cycling safety	• Concerns that the masterplan does not adequately address cyclist safety. • Suggestions included improving bicycle lane visibility, addressing safety issues along the route and recognising Koornang Road as an important cycling route.	2 mentions
Pedestrian safety	• Suggestions to improve pedestrian safety and movement through stronger crossing treatments, pedestrian-priority measures and measures to reduce vehicle conflicts.	2 mentions

Pop-up comments

Three comments were shared at pop-up comments, expressing support for increased trees and greenery (two comments) and support for the overall direction of the draft *Masterplan* (one comment).

Survey

The survey included a mix of multiple-choice and open-text questions to understand what respondents liked about the draft design and what aspects could be refined. All questions were optional, allowing respondents to provide feedback in the way that best suited them.

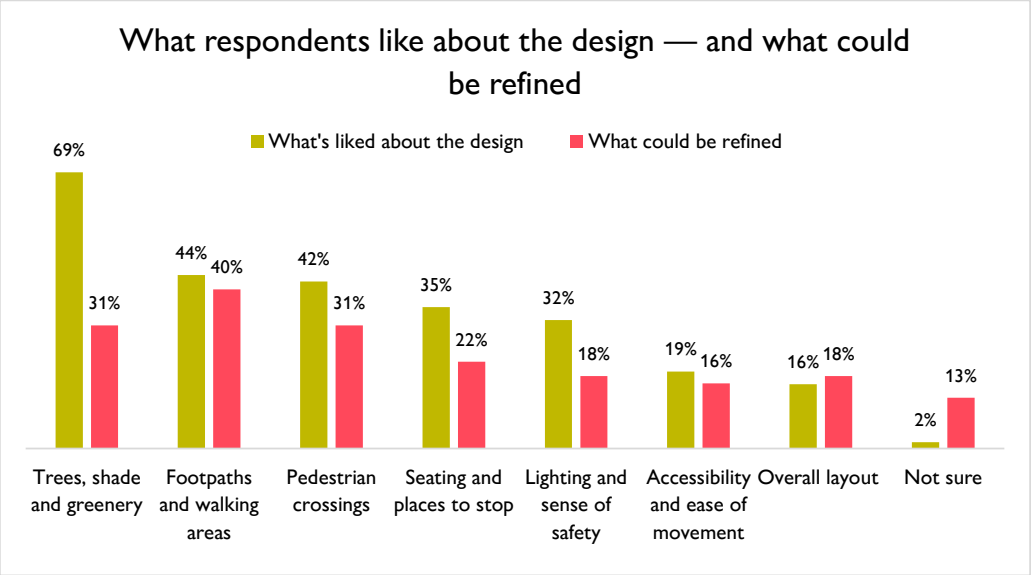
Multiple-choice questions

Respondents could answer the following multiple-choice questions:

- **What do you like most about the proposed street improvements?** (62 responses, 90 per cent)
- **What would you most like to see refined before the design is finalised?** (55 responses, 80 per cent)

Respondents were asked to select up to three design elements they liked most and up to three design elements they would most like to see refined before the design is finalised.

- Trees, shade and greenery was the design feature respondents liked most, chosen by 69 per cent of respondents.
- Footpaths and walking areas, and pedestrian crossings were among the most frequently selected design elements in both questions.
- Seating and places to stop, and lighting and sense of safety were selected more frequently as liked features than as areas for refinement.



Open text questions

Respondents could answer the following open text questions:

- **What do you like most about the proposed street improvements?** (42 responses, 62 per cent)
- **How could the design be refined before it's finalised?** (57 responses, 83 per cent).

The table on the following page summarises the most common themes raised in comments. A comment could reference more than one theme.

The table outlines what respondents liked about the proposal alongside suggestions for how it could be refined. Themes are listed in order from highest to lowest number of mentions, indicating how many comments referred to each theme.

- Trees, shade and greenery were the most frequently discussed theme, with comments supporting additional planting and raising considerations about tree species and ongoing maintenance.
- Views on parking were mixed, with comments both supporting and opposing the reallocation of parking space.
- Walking, accessibility and pedestrian movement were also common themes, including support for upgraded footpaths and additional pedestrian crossings.

Theme		What respondents liked	# of mentions	Suggestions for refinement	# of mentions
Trees, shade and greenery		• Many comments supported additional trees and garden beds, citing increased shade and a more attractive, welcoming streetscape.	**18 (43%)**	• Some comments called for more trees than currently proposed. • Others raised considerations about tree size, species selection, maintenance and visibility.	**8 (14%)**
Overall design		• Many comments expressed broad support for the overall design and would make Koornang Road more enjoyable to visit and spend time in.	**16 (38%)**		
Footpaths and walking areas		• Several comments supported upgraded footpaths, citing improved accessibility and safer walking conditions.	**10 (24%)**	• Some comments expressed frustration about past footpath upgrades that had not improved safety and accessibility. • One comment suggested involving older adults and people with disability in detailed design.	**8 (14%)**
Parking		• Some comments supported reducing on-street parking to create space for canopy trees.	**6 (14%)**	• Comments either supported retaining or increasing parking, or further reducing on-street parking. • Some suggested multi-level or underground parking.	**17 (30%)**

Pedestrian crossings		• Several comments supported additional and improved pedestrian crossings to improve safety and ease of movement.	**8 (19%)**	• Some comments called for more crossings than what's proposed in the design, and recommended wider crossings points to improve pedestrian flow.	**5 (9%)**
Traffic movement				• Comments highlighted the need to balance pedestrian safety with traffic flow, including suggestions for traffic management measures such as coordinating crossing signals, turn controls, and no U-turn enforcement.	**10 (18%)**
Cycling and active transport				• Several comments felt the design could better support cycling and active transport through safer infrastructure and improved connections.	**8 (14%)**
Accessibility and ease of movement		• Several comments welcomed improvements that prioritise pedestrian safety and make the area easier to navigate.	**5 (12%)**		
Seating and places to stop		• Some comments supported additional seating and places to rest to create a more comfortable destination.	**4 (10%)**	• Some respondents wanted more seating, outdoor dining opportunities and weather protection.	**6 (11%)**

				• One comment raised concerns about seating near busy traffic.	
Lighting and sense of safety				• Some comments called for improved lighting in laneways, car parks and pedestrian areas.	**4 (7%)**

A smaller number of comments also called for regular upkeep and maintenance (2 mentions, 4 per cent), the importance of preserving Carnegie's heritage and character, lighting and street furniture design (2 mentions, 4 per cent), and ensuring the design does not limit future public transport opportunities, including potential tram extensions (2 mentions, 4 per cent).

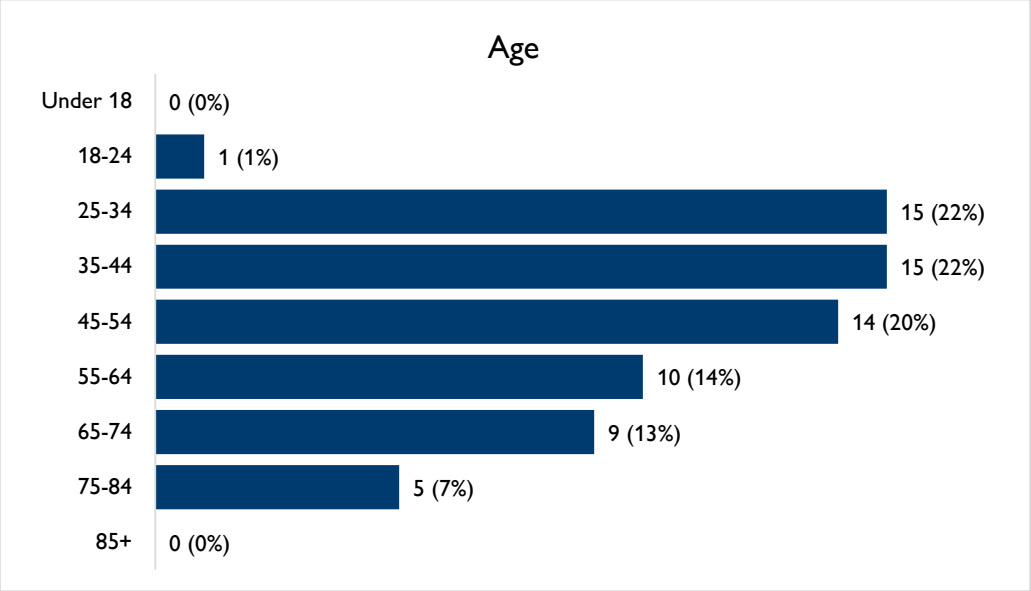
About you (demographics)

The following demographic questions were asked to help understand who we're hearing from and whether it is representative of our broad and diverse community.

These were required questions and received 69 responses (100 per cent).

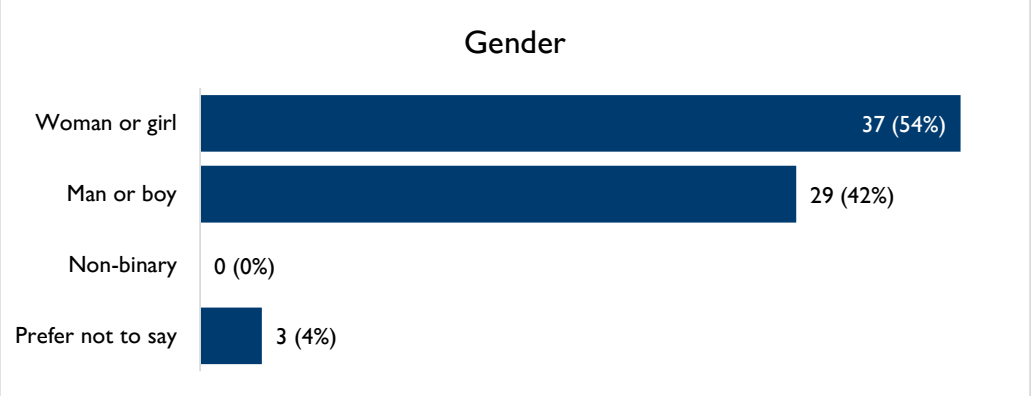
What is your age?

We mostly heard from respondents aged 25–34 and 35–44 (15 respondents, 22 per cent, respectively) followed by 45–54 (14 respondents, 20 per cent). No responses were received from people aged under 18 or over 85.



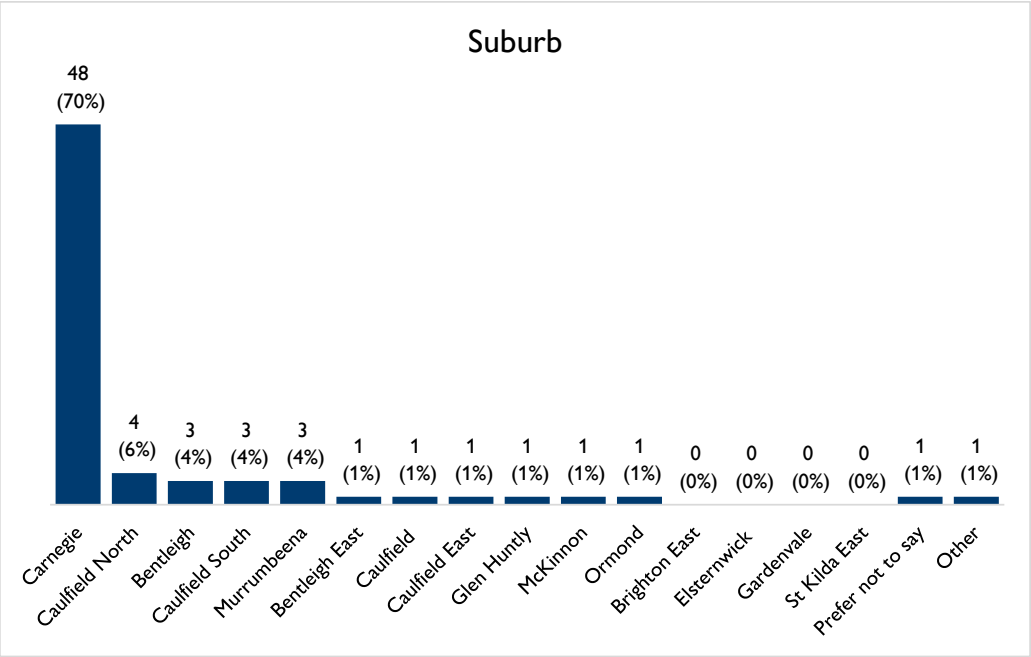
What is your gender?

Responses were slightly higher among women (37 respondents, 54 per cent) compared to men (29 respondents, 42 per cent).



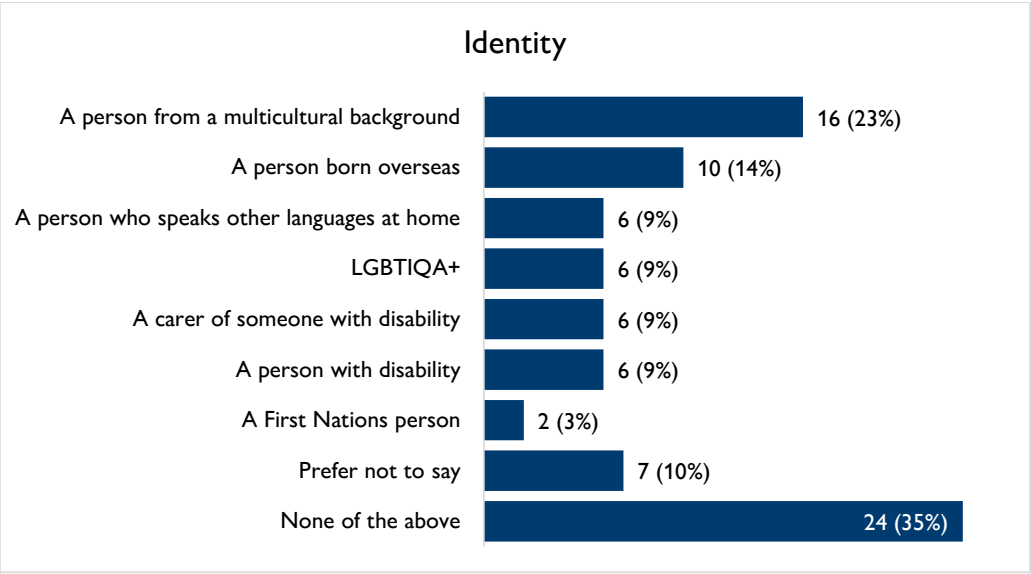
What suburb do you live in?

The majority of responses were among those from Carnegie (48 respondents, 70 per cent).



Do you identify as any of the following?

Most respondents did not identify with any of the listed groups (24 respondents, 35 percent). Among those who did identify, the most common responses were those from a multicultural background (16 respondents, 23 per cent) and those born overseas (10 respondents, 14 per cent).



10.4 PARTICIPATION IN THE VICTORIAN GOVERNMENT BANKING SERVICES CONTRACT

Author: *John Vastianos, Chief Financial Officer*

Director: *John Vastianos, Chief Financial Officer*

Trim No: *26/1234589*

Attachments: *Nil*

EXECUTIVE SUMMARY

This report seeks Council approval to participate in the Victorian Government Banking Services Contract with Westpac Banking Corporation for the provision of banking and payment services.

As part of the implementation of Council's *Financial Sustainability Strategy*, Council is actively pursuing opportunities to strengthen recurring revenue, improve operational efficiency and maximise value from existing resources. Banking and treasury activities represent a significant component of Council's financial operations, and periodic review of these arrangements ensures Council continues to achieve competitive commercial outcomes while maintaining prudent stewardship of public funds.

The Victorian Government, through the Department of Treasury and Finance, has established a whole-of-government Banking Services Contract with Westpac Banking Corporation that is available to local government and other eligible public sector agencies. Participation in this arrangement provides Council with an opportunity to leverage the purchasing power of government, access improved commercial terms and deliver a more favourable financial outcome for the community.

Council officers have reviewed the Victorian Government Banking Services Contract and consider participation to be the best outcome for Council. The arrangement is expected to generate additional investment income of approximately $250,000 per annum through improved credit interest returns on Council's cash holdings.

The recommendation relates to Council's participation in an existing Victorian Government procurement arrangement rather than the selection of a new banking provider. Westpac Banking Corporation is Council's current banking provider, and participation in the Victorian Government Banking Services Contract enables Council to access commercial terms negotiated by the Department of Treasury and Finance while maintaining continuity of banking services.

Council's banking services are an essential part of the organisation's financial management framework and support the delivery of services to the Glen Eira community. These services support the collection of rates and charges, customer payments, grant funding, payroll processing, supplier payments, merchant services, corporate card facilities, cash management, investment activity and broader treasury functions. They also support the secure custody and responsible management of public funds.

RECOMMENDATION

That Council:

1. Approves Council's participation in the Victorian Government Banking Services Contract with Westpac Banking Corporation for the provision of banking and payment services under Contract No. 2027.21, being a schedule of rates contract with an estimated annual contract value of $400,000 (excluding GST) and an estimated total

contract value of $1.6 million (excluding GST), inclusive of the initial term ending September 2028 and includes a further option for a two-year extension at the discretion of the Victorian Government; and

2. Authorises the Chief Executive Officer, following Council's resolution, to negotiate, finalise and execute all necessary contractual documentation associated with Council's participation in the Victorian Government Banking Services Contract, and to undertake all actions necessary to facilitate Council's transition to and implementation of the contract.

BACKGROUND

Council requires comprehensive banking and payment services to support its day-to-day financial operations and the delivery of services to the community. These services include transaction banking, customer payment services, merchant facilities, BPAY, direct debit services, corporate cards, cash management, investment settlement services, treasury management and reporting functions.

Banking services are more than a back-office function. They support the way residents, businesses, community organisations and other stakeholders interact with Council. They enable people to pay rates, fees and charges through multiple payment channels and allow Council to process payroll, pay suppliers, manage cash flow and maintain appropriate financial controls.

Council appointed Westpac Banking Corporation under *Tender 2020.131 Provision of Banking and Bill Payment Services* following a competitive public tender process at the Ordinary Council Meeting on 19 May 2020. The contract was awarded for an initial four-year term, with two further options of two years each. Council subsequently exercised both extension options and the current contract is due to expire in 2028.

While the current contract remains in place until 2028, the Victorian Government Banking Services Contract provides an alternative procurement pathway that offers improved commercial outcomes compared to Council's existing arrangements. Analysis undertaken by Council officers indicates that the State Government pricing structure is expected to increase Council's recurring investment income through enhanced returns on Council's cash holdings, while also reducing the financial and operational risks associated with undertaking a future standalone tender process or transitioning to an alternative banking provider.

The Victorian Government currently has an established Banking Services Contract through the Department of Treasury and Finance. This contract provides eligible public sector agencies, including local government, with access to banking and payment services through a whole-of-government procurement arrangement. The contract is in place until September 2028 and includes a further option for a two-year extension at the discretion of the Victorian Government.

The contract covers a broad range of banking services, including transactional banking, payment and collection services, merchant acquiring services, procurement card facilities and related banking products. The arrangement has been established to provide participating organisations with access to competitive pricing, contemporary banking services and ongoing product development while leveraging the purchasing power of government.

Council officers have reviewed the Victorian Government arrangement against Council's operational and strategic banking requirements and consider that participation provides a strong value-for-money outcome. The arrangement aligns with Council's banking needs and provides a practical alternative to undertaking a future standalone procurement process when Council's current contract expires.

Early participation also enables Council to secure improved commercial terms, avoid the cost and resource requirements of a future standalone procurement process, and provide

sufficient time to plan and implement the transition at the conclusion of the current contract period.

Benefits of participation

Participation in the Victorian Government Banking Services Contract is expected to provide a range of benefits to Council, including:

- estimated additional investment income of approximately $250,000 per annum through improved credit interest arrangements;
- access to pricing and commercial arrangements negotiated through a whole-of-government procurement process;
- improved procurement efficiency by avoiding the need for a future standalone banking tender;
- service continuity and operational stability through retention of Council's existing banking provider;
- reduced implementation and transition risks associated with changing banking institutions;
- access to contemporary banking products, digital payment capabilities and ongoing service enhancements;
- reduced administrative effort associated with procurement and contract management; and
- support for Council's commitment to achieving value-for-money outcomes and long-term financial sustainability.

The proposal directly supports the objectives of Council's Financial Sustainability Strategy by increasing recurring revenue, improving Council's underlying operating result and delivering efficiencies through a whole-of-government procurement approach. The additional income generated through improved returns on Council's cash holdings will strengthen Council's financial capacity and contribute to the sustainable funding of services, infrastructure renewal and community priorities.

ISSUES AND DISCUSSION

Importance of banking services

Council's banking arrangements are fundamental to its financial operations. They support the secure receipt, custody, investment and disbursement of public funds and enable Council to maintain reliable payment channels for the community.

Strategic alignment

While Council's current banking contract remains in place until 2028, participation in the Victorian Government Banking Services Contract provides an opportunity to secure long-term banking arrangements through a competitively procured whole-of-government framework designed to deliver value-for-money outcomes for public sector organisations.

From a strategic perspective, participation in the arrangement allows Council to leverage the purchasing power of government, reduce future procurement costs and effort, and maintain continuity of service with its existing banking provider. It also supports the objectives of Council's Financial Sustainability Strategy by increasing recurring revenue and improving Council's underlying operating position while maintaining strong governance, service quality and financial controls.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no direct *Climate Emergency Response Strategy* implications associated with the recommendation contained in this report. The proposed participation in the Victorian

Government Banking Services Contract relates to the procurement and delivery of banking and payment services.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Council's annual expenditure on banking and payment services is approximately $400,000 per annum.

Council officers have reviewed the Victorian Government Banking Services Contract and identified opportunities to achieve improved commercial outcomes through enhanced credit interest arrangements, competitive pricing and access to whole-of-government commercial terms negotiated by the Department of Treasury and Finance. Participation in the arrangement is expected to deliver an estimated additional $250,000 in annual investment income while supporting Council's commitment to long-term financial sustainability.

This recommendation represents a practical and low-risk opportunity to improve commercial outcomes and increase recurring revenue from a critical corporate service while maintaining service quality, customer experience and strong financial controls. The proposal is aligned with Council's *Financial Sustainability Strategy* and supports the strategic objective of maximising sustainable revenue opportunities without adversely impacting service delivery.

The financial benefits realised through the new banking arrangement will be monitored and reported as part of the implementation of Council's *Financial Sustainability Strategy* and incorporated into future updates of the *Long-Term Financial Plan*. Council officers have considered the proposal against Council's Strategic Risks, including the risk relating to long-term financial sustainability, and are satisfied that appropriate contractual, governance and financial controls are in place to effectively manage associated risks. The projected financial benefits will be tracked and reported through Council's financial sustainability monitoring and planning processes to ensure the anticipated outcomes are achieved.

Investment Policy Considerations

The proposed participation in the Victorian Government Banking Services Contract relates solely to the provision of banking and payment services. It does not alter Council's Investment Policy, investment objectives, approved counterparties, risk parameters or legislative obligations relating to the investment of Council funds.

Council will continue to invest surplus funds in accordance with its *Investment Policy*, the *Local Government Act 2020* and all applicable prudential and governance requirements. Participation in the banking contract simply provides access to improved banking products, pricing and credit interest arrangements available through the Victorian Government's whole-of-government procurement framework.

Financial Assessment	Impact
Current annual banking services budget	Council's annual expenditure on banking and payment services is approximately $400,000 per annum.
Estimated additional investment income	Based on Council's current cash and investment balances, officers estimate participation in the Victorian Government Banking Services Contract will increase annual investment income by approximately $250,000 through improved credit interest returns.
Pricing benefits	Access to whole-of-government pricing and improved commercial terms negotiated through the Victorian Government contract

Procurement efficiencies	Eliminates the costs, risks and resource requirements associated with undertaking a standalone banking services tender process
Financial Sustainability Strategy alignment	Supports Council's objective of increasing recurring revenue, improving operating performance and identifying efficiency opportunities
Overall financial assessment	The proposed arrangement is expected to deliver a favourable financial outcome for Council, including an estimated increase in annual income of approximately $250,000, while also providing procurement efficiencies and long-term value for money.

Banking services are a critical corporate function supporting the collection, management and disbursement of public funds. Participation in the Victorian Government Banking Services Contract reduces both financial and operational risk by maintaining continuity with Council's existing banking provider, avoiding a complex banking transition and providing access to competitively procured pricing and contractual arrangements established through a Victorian Government procurement process.

Overall, officers consider participation in the Victorian Government Banking Services Contract to be the most financially advantageous and lowest risk option available to Council. The recommendation supports improved commercial outcomes, increased recurring revenue, strengthened value-for-money outcomes and directly contributes to the implementation of Council's Financial Sustainability Strategy.

POLICY AND LEGISLATIVE IMPLICATIONS

The recommendation has been assessed against Council's key policy, legislative and strategic framework, and is considered consistent with the following:

- Council's *Financial Sustainability Strategy*, through increased recurring revenue, improved value-for-money outcomes and the responsible stewardship of Council resources.
- Council's *Investment Policy*, which supports robust banking and treasury management arrangements to ensure the secure management, investment and safeguarding of Council funds.
- The principles of sound financial management under the *Local Government Act 2020*, including the responsible use of public resources, prudent financial risk management, financial sustainability and the achievement of value-for-money outcomes for the community.
- Council's *Procurement Policy* supports participation in State Government procurement arrangements where they represent value for money and satisfy Council's governance requirements.
- The Victorian Government Banking Services Contract, established through a competitive procurement process undertaken by the Department of Treasury and Finance and available to eligible public sector organisations, including local government. Participation in the arrangement enables Council to leverage whole-of-government purchasing power to achieve improved commercial and service outcomes.

COMMUNICATION AND ENGAGEMENT

Community engagement has not been undertaken as the matter relates to the procurement and management of Council's corporate banking services.

Internal consultation has been undertaken with relevant Finance and Procurement officers to assess the Victorian Government Banking Services Contract, including the financial, operational, procurement and risk considerations associated with participation in the arrangement.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability

We are financially secure and sustainable

This report supports Council's commitment to financial sustainability by increasing recurring revenue, improving value-for-money outcomes and maintaining secure and reliable banking arrangements for the management of public funds.

The recommendation also supports innovation and efficiency by enabling Council to access a whole-of-government banking arrangement, contemporary banking services and improved commercial outcomes without unnecessary duplication of procurement effort.

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

Participation in the Victorian Government Banking Services Contract represents a practical opportunity for Council to improve commercial outcomes, increase recurring revenue and leverage the purchasing power of government through an established whole-of-government arrangement. The proposal is expected to generate approximately $250,000 in additional annual investment income, improve commercial outcomes, reduce future procurement effort and minimise transition risk by maintaining Council's existing banking provider. Participation in the arrangement will not alter Council's Investment Policy or investment governance framework, and all investment decisions will continue to be made in accordance with Council policy and legislative requirements.

Officers consider participation in the Victorian Government Banking Services Contract to represent the best value-for-money and lowest-risk outcome for Council. The proposal supports implementation of Council's *Financial Sustainability Strategy* through increased recurring revenue, procurement efficiencies and improved commercial outcomes, while maintaining secure and reliable banking services. It is therefore recommended that Council approve participation in the arrangement and authorise the Chief Executive Officer to finalise the required contractual documentation.

10.5 FINANCIAL MANAGEMENT REPORT AS AT 31 AUGUST 2026

Author: *Alon Milstein, Coordinator Financial Accounting*

Director: *John Vastianos, Chief Financial Officer*

Trim No: *26/1262349*

Attachments: *1. August Finance Report ⇩*

EXECUTIVE SUMMARY

Council plays a critical role in supporting a thriving, inclusive and sustainable community through the provision of essential infrastructure, facilities, services and programs. These investments contribute to the wellbeing, connectivity and liveability of the municipality and support the delivery of Council's strategic objectives.

This report outlines Council's financial performance for the period ended 31 August 2026 and supports informed decision-making by highlighting key financial outcomes and material variances. Detailed financial information is provided in Attachment 1.

The forecast result expected for the financial year is a surplus of $4.67m. This compares favourably against the original adopted 2026-27 Budget surplus of $4.28m.

It is important to note that an operating surplus does not represent a cash surplus. Rather, it reflects Council's accounting result after recognising accruals, provisions, depreciation and other non-cash transactions in accordance with Australian Accounting Standards.

Council continues to operate in a challenging financial environment characterised by increasing service delivery costs, constrained revenue growth under the State Government rate capping framework, and rising regulatory and compliance obligations. Broader economic and geopolitical factors continue to contribute to inflationary pressures and cost uncertainty across the sector. While no material impacts have been identified to date, these risks will continue to be monitored as part of Council's ongoing financial management processes.

To strengthen its long-term financial position, Council is progressing the implementation of the *Financial Sustainability Strategy*, adopted on 16 December 2025. The Strategy provides a framework to improve financial resilience through service optimisation, revenue diversification, asset utilisation and the prioritisation of capital investment aligned with community needs and strategic priorities.

Council remains committed to directing available operating surpluses towards capital investment and debt reduction. Active financial management also ensures adequate reserves are maintained to meet future obligations, including open space contributions, contractual commitments, employee entitlements and residential aged care liabilities.

Overall, Council remains in a sound financial position and continues to demonstrate prudent financial management, balancing the delivery of community services and infrastructure with the long-term objective of financial sustainability.

RECOMMENDATION

That Council adopts the Financial Management Report for the period ending 31 August 2026.

BACKGROUND

Section 97 of the *Local Government Act 2020* requires Council to consider a quarterly budget report at a Council meeting, including a comparison of actual and budgeted results, explanations of material variances and other prescribed information.

In addition to these legislative requirements, Glen Eira City Council undertakes monthly financial reporting and monitoring to support informed decision-making, financial oversight and organisational accountability.

The attached report compares year-to-date operating income and expenditure against the adopted Budget and the full-year forecast to 30 June 2027. This enables Council to monitor financial performance, assess progress towards strategic objectives and identify emerging issues requiring management attention.

The report also includes an update on the Capital Works Program, Council's cash flow position and rate debtor performance.

ISSUES AND DISCUSSION

(a) Key Highlights - Current Financial Position

The forecast operating result for the 2026–27 financial year is a surplus of $4.67 million. Key highlights for the period ending 31 August 2026 include:

Key Highlights	July 2026 $ 000's	August 2026 $ 000's	Movement $ 000's	Comments
Forecast Surplus	4,281	4,674	393	There are no material forecast adjustments for August 2026. Refer to the Financial Management Report for further details.
Forecast Liquidity	175.72%	176.58%	0.86%	Forecast liquidity has increased slightly due to a higher than anticipated inflows during the period.
Forecast Capital Works	53,881	53,881	-	There are no forecast adjustments for August 2026.

(b) Open Space

Council collects Public Open Space contributions in accordance with legislative requirements when land is subdivided within the municipality. The balance of the Open Space Reserve as at 31 August 2026 is as follows:

Description	2026-27 Current Month	2026-27 Year to Date
Opening Balance as at 1 July 2026		**$34,158,720**
Open Space Contributions Received	$657,360	$1,401,870
Open Space Capital Expenditure	$0	$0
Closing Balance Open Space Reserve		**$35,560,590**
Committed Open Space Purchases		($10,325,000)
Available Open Space Reserve Funds		$25,235,590

Note: The Open Space Reserve is currently not held as a separately quarantined cash reserve.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The Financial Management Report reflects Council's ongoing commitment to addressing the climate emergency by continuing to reduce organisational emissions, build community awareness, and enable pathways for community action.

Consistent with the *Climate Emergency Response Strategy 2025–2029*, Council is progressing clear pathways and measurable outcomes toward community-wide emissions reduction and its target of zero direct Council emissions by 2031.

Key initiatives include the electrification of Council facilities, investment in open space and urban greening, support for circular economy and environmentally sustainable design, and the continued transition of Council's fleet to electric vehicles.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The key financial objectives for Council are:

- **Rates:** Maintain increases within the State Government rate cap.
- **Liquidity:** Maintain liquidity levels at no less than 100% (excluding restricted reserves).
- **Fees:** Set fees and charges in accordance with the principles of Council's Pricing Policy, balancing cost recovery, affordability and financial sustainability, while having regard to CPI and benchmarking.
- **Waste Charges:** Apply full cost recovery principles.
- **Risk Management:** Mitigate key risks through targeted investment, particularly in asset renewal and maintenance.
- **Service Levels:** Maintain essential service levels.
- **Financial Sustainability Strategy:** Implement the Financial Sustainability Strategy 2025–2029 to strengthen Council's long-term financial resilience through service reviews, revenue diversification, asset optimisation, debt management, productivity improvements and the prioritisation of capital investment aligned with community needs and strategic priorities.
- **Efficiency:** Maintain a strong efficiency position and effectively manage operating costs.
- **Community Engagement:** Ensure priorities reflect community feedback and engagement outcomes.

POLICY AND LEGISLATIVE IMPLICATIONS

This report aligns with the following Council strategies and legislative requirements:

- Budget 2026–2027
- Council Plan 2025–2029
- Financial Plan 2026–2036
- Asset Plan 2026–2036
- Strategic Asset Reserve Policy
- Financial Sustainability Strategy 2025–2029
- Pricing Policy
- Revenue and Rating Plan 2025–2029
- Open Space Strategy
- Investment Policy
- Integrated Planning and Reporting Framework
- *Local Government Act 2020* (including Section 97 – Financial Management)
- *Local Government (Planning and Reporting) Regulations 2020*

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COMMUNICATION AND ENGAGEMENT

The preparation of the Financial Management Report has considered Council's strategic plans, service priorities and approved budget settings to ensure alignment between financial resources and the delivery of Council's objectives.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and Financial Sustainability
Our community has trust and confidence in our decisions.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

Council continues to demonstrate disciplined and prudent financial management in a challenging operating environment. Ongoing economic pressures, rising service delivery costs, and increasing regulatory requirements underscore the need for proactive and considered financial planning.

Through regular monitoring, strategic decision-making, and transparent reporting, Council ensures resources are allocated effectively to support service delivery, invest in critical infrastructure, and respond to emerging risks.

This approach reinforces Council’s commitment to long-term financial sustainability and its role as a responsible steward of public funds.

Financial Management Report for the period ending 31 August 2026

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Executive Summary

a) Current Month Budget Result

As at the end of August, year-to-date performance against budget from ordinary activities shows favourable variances, with income $1.91m above budget and operating expenditure $262k above budget.

Please note that a large amount of the current variances is due to timing differences (i.e. between the scheduling of budgets and timing of actual results). The next few months should reflect whether these variances (particularly the expenditure variances) become more permanent for the 2026-27 financial year.

b) Current Month Forecast Result

The forecast result expected for the financial year is a surplus of $4.67m. This compares favourably against the original adopted 2026-27 Budget surplus of $4.28m.

The operating surplus is not a 'cash' profit as it recognises all revenue and spending for Council to operate and includes one-off and non-cash items.

Council will continue to prioritise the allocation of any available surplus towards capital works delivery and debt reduction, while maintaining the provision of high-quality services and community infrastructure.

While Council's unrestricted cash balances remain at relatively low levels, it is essential that sufficient reserves are maintained to meet obligations, including open space reserves, contract deposits, employee entitlements, and residential aged care liabilities. Council will continue to apply prudent financial management practices to meet its obligations to the community.

c) Open Space

Council collects a Public Open Space contribution in many circumstances when land is subdivided within the municipality. The requirement for this is in the Glen Eira Planning Scheme at clause 53.01.

As part of applicable subdivisions, a landowner is required to make a contribution based on the site value, which the Council uses to either purchase land to create new open spaces such as public parks, playgrounds and reserves, or to make improvements within our existing open space areas. Our open space planning is informed by the City of *Glen Eira Open Space Strategy*.

There are different contribution rates that apply in different parts of the municipality. These include:

- In the area known as Caulfield Village, 5% of the site value of the land which is contained within the Mixed-Use Precinct and the Smith Street Precinct, and 4% of the site value of the land which is contained within the Residential Precinct.
- In the area known as East Village, in accordance with the East Village Comprehensive Development Plan, May 2020 and East Village Development Contributions Plan, May 2020.
- All other land, 8.3% of the site value of the land effective March 2023.

Since 2021, Council has acquired new land for future open space development including entering into an agreement to purchase the Elsternwick Club to address a significant open space gap. The total value of land acquisitions since 2021, including the future settlement of Elsternwick Club, is $39m.

The balance of the Open Space Reserve as at 31 August 2026 is as follows:

Description	2026-27 Current Month	2026-27 Year to Date
Opening Balance as at 1 July 2026		**$34,158,720**
Open Space Contributions Received	$657,360	$1,401,870
Open Space Capital Expenditure	$0	$0
Closing Balance Open Space Reserve		**$35,560,590**
Committed Open Space Purchases		($10,325,000)
Available Open Space Reserve Funds		$25,235,590

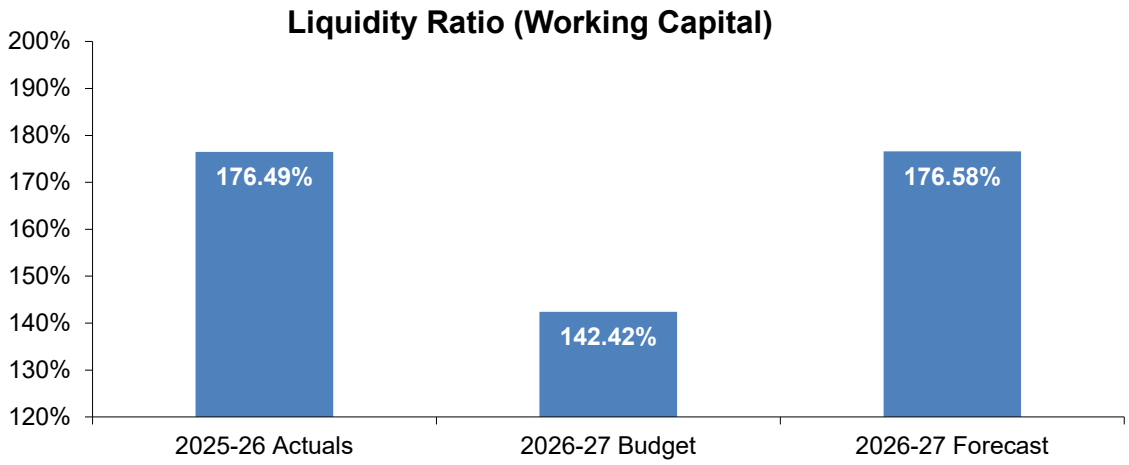
d) Borrowings and Debt Strategy

Council has established loan facilities totalling $64m with the Treasury Corporation of Victoria, comprising general-purpose borrowings, *Community Infrastructure Loans Scheme* funding, and *Community Sports Infrastructure Loans Scheme* funding.

As at 31 August 2026, the outstanding loan balance is $47.38m.

For the 2026–27 financial year, Council has budgeted $4.1m in principal and interest repayments, with no new borrowings planned.

e) Liquidity



Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following twelve months and are therefore not available for discretionary spending. Council is required to hold sufficient cash to cover Restricted Assets such as: Residential Aged Care Deposits, Public Open Space Reserve, Contract Deposits and Emergency Services and Volunteers Fund.

f) Superannuation – Defined Benefits Scheme

Vested Benefits Index (VBI)

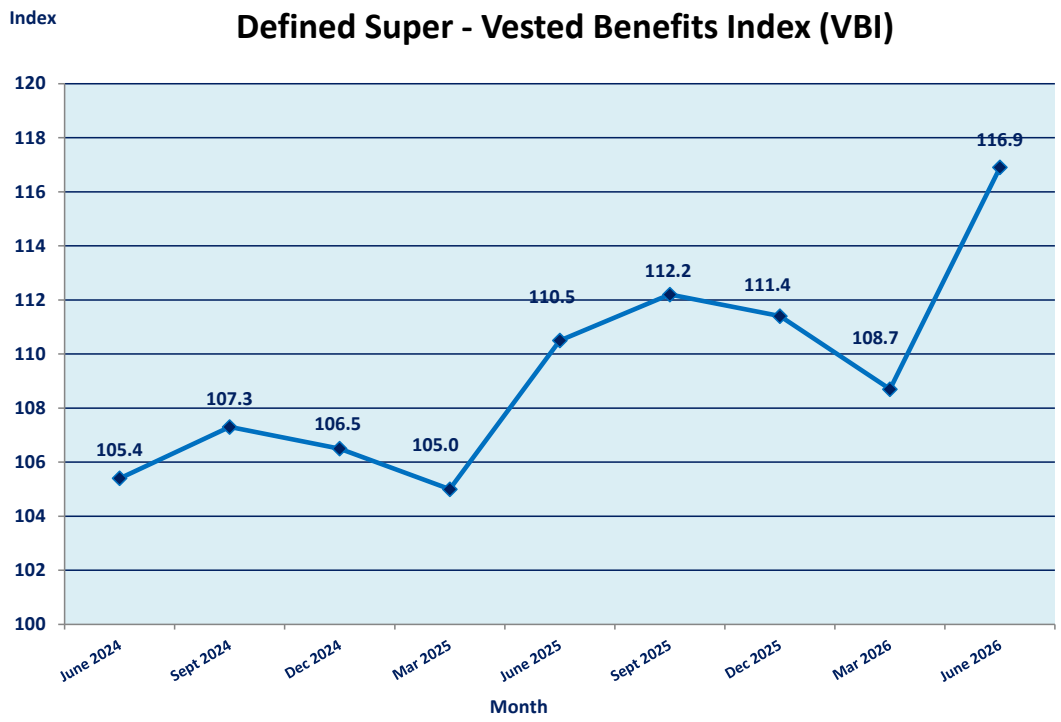
Defined benefit plans are required by law to have an actuarial investigation at least once every three years. Vision Super monitors the vested benefit position of the defined benefits plan on a quarterly basis.

The VBI is the key index that the super fund regulator, APRA, considers when assessing the financial position of the Defined Benefit Plan. In simple terms this measures whether there would be enough assets to meet the liabilities of the Defined Benefit Plan if it became necessary to pay all members their total entitlements on a particular day.

Under the superannuation prudential standards, VBI's must be kept above a fund's nominated shortfall threshold, currently 97 per cent. The higher the index the less chance of a future call.

For the Plan to be in a satisfactory financial position requires a VBI of 100 per cent or more. In the event the VBI falls below the nominated shortfall threshold (i.e., 97 per cent), an interim investigation is required to be carried out by the Fund Actuary, unless the next scheduled investigation is due within six months.

Below is the estimated VBI updated to 30 June 2026.



Income Statement

This Statement outlines our income sources for the reporting period under headings such as general rates and garbage charges, and the day-to-day expenses incurred to run Council. These expenses do not include capital expenditure, but they do include depreciation and amortisation of assets. Expenses include labour costs, materials and supplies, and utility and insurance costs.

The bottom line is the result for the reporting period. This figure equals total income minus total expenses, which indicates whether we've operated at a surplus or a deficit (a figure inside brackets is a deficit).

Positive variance movements relate to an increase in revenue and a decrease in expenditure. Negative figures (in brackets), relate to a decrease in revenue or an increase in expenditure.

No Forecast adjustments for August 2026

Income Statement

for the period ending 31 August 2026

	2026-27 Year to Date Actual	2026-27 Year to Date Budget	2026-27 Year to Date Variance	2026-27 Year to Date Variance	2026-27 Previous Month End Forecast	2026-27 Current Month Forecast	2026-27 Forecast Movement	2026-27 Annual Budget	2025-26 Budget Forecast Variance	2026-27 Budget Forecast Variance
	$ 000's	$ 000's	$ 000's	(%)	$ 000's	$ 000's	$ 000's	$ 000's	$ 000's	(%)
Income from Ordinary Activities										
Rates	125,569	125,672	(103)	(0.1%)	126,214	126,168	(46)	126,214	(46)	(0.0%)
Waste & Recycling Charges	30,662	30,530	133	0.4%	30,530	30,684	154	30,530	154	0.5%
Grants (Operating & Capital)	3,691	3,123	568	18.2%	26,843	27,117	274	26,843	274	1.0%
Interest Received	726	392	335	85.5%	2,350	2,519	169	2,350	169	7.2%
User Fees	5,726	5,309	416	7.8%	31,635	31,825	190	31,635	190	0.6%
Statutory Fees & Fines	2,597	2,370	227	9.6%	13,876	13,897	22	13,876	22	0.2%
Contributions (Monetary)	1,402	1,117	285	25.5%	5,000	5,000	0	5,000	0	0.0%
Other Income	384	331	53	16.1%	2,863	2,915	52	2,863	52	1.8%
Total Income from Ordinary Activities	**170,758**	**168,843**	**1,913**	**1.13%**	**239,309**	**240,125**	**815**	**239,309**	**815**	**0.3%**
Expenses from Ordinary Activities										
Employee Costs	15,649	16,650	1,000	6.0%	99,149	99,282	(132)	99,149	(132)	(0.1%)
Materials & Consumables	1,046	940	(106)	(11.2%)	5,378	5,265	113	5,378	113	2.1%
Contractor Payments	12,868	11,861	(1,007)	(8.5%)	69,327	69,483	(156)	69,327	(156)	(0.2%)
Maintenance	1,395	1,388	(7)	(0.5%)	9,072	8,977	95	9,072	95	1.1%
Utility Services	1,383	1,292	(92)	(7.1%)	5,964	6,077	(113)	5,964	(113)	(1.9%)
Insurances	1,979	2,167	188	8.7%	2,619	2,600	19	2,619	19	0.7%
Other Expenses	1,829	1,555	(274)	(17.6%)	7,543	7,607	(64)	7,543	(64)	(0.8%)
Grants & Subsidies	33	77	43	56.6%	1,644	1,624	20	1,644	20	1.2%
Borrowing Costs	313	305	(8)	(2.6%)	1,829	1,839	(10)	1,829	(10)	(0.5%)
Total Expenses from Ordinary Activities	**36,495**	**36,233**	**(262)**	**(0.7%)**	**202,525**	**202,753**	**(227)**	**202,525**	**(227)**	**(0.1%)**
Surplus/(deficit) before non operational activities	**134,263**	**132,611**	**1,652**	**1.2%**	**36,784**	**37,372**	**588**	**36,784**	**588**	**1.6%**
Non-operational Activities										
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	-	58	(58)	(100.0%)	450	421	(29)	450	(29)	(6.5%)
Written Down Value of Assets Sold/Disposed	0	17	17	0.0%	930	922	8	930	8	0.9%
Depreciation & Amortisation	5,671	5,330	(341)	(6.4%)	32,023	32,197	(174)	32,023	(174)	(0.5%)
Surplus/(deficit) for the period	**128,592**	**127,323**	**1,269**	**1.0%**	**4,281**	**4,674**	**393**	**4,281**	**393**	**9.2%**

Balance Sheet
for the period ending 31 August 2026

This Statement is a snapshot of our financial position. It outlines what we own (assets) and what we owe (liabilities). Our net worth (net assets or equity) equals total assets minus total liabilities — the larger the net equity, the stronger the financial position.

	Actuals 2025-26	Annual Budget 2026-27	Annual Forecast 2026-27	Year to Date Actual 2026-27	Previous Month End Actuals
	$ 000's	$ 000's	$ 000's	$ 000's	$ 000's
Assets					
Current Assets					
Cash and Cash Equivalents	94,875	57,751	74,586	89,126	88,732
Trade and Other Receivables	24,802	22,948	24,802	187,951	202,605
Other Assets	5,948	2,764	5,948	4,809	3,035
Total Current Assets	**125,625**	**83,463**	**105,336**	**281,887**	**294,372**
Non-Current Assets					
Property, Infrastructure, Plant and Equipment	3,003,669	2,898,980	3,015,242	2,999,944	3,001,411
Right-of-use-assets	750	143	750	750	750
Intangible Assets	304	101	304	263	284
Investments in Joint Operations	122	327	122	122	122
Other Financial Assets	5	5	5	5	5
Total Non-Current Assets	**3,004,850**	**2,899,555**	**3,016,423**	**3,001,085**	**3,002,572**
TOTAL ASSETS	**3,130,475**	**2,983,018**	**3,121,759**	**3,282,972**	**3,296,944**
Liabilities					
Current Liabilities					
Trade and Other Payables	22,162	15,954	16,482	22,921	21,890
Trust Funds and Deposits	24,729	23,218	23,729	55,391	56,099
Unearned Income	7,326	2,214	2,326	-	-
Provisions	13,971	14,069	13,971	14,016	13,878
Interest-Bearing Liabilities	2,258	3,026	3,026	1,854	1,863
Lease Liabilities	733	121	121	733	733
Total Current Liabilities	**71,179**	**58,602**	**59,655**	**94,915**	**94,463**
Non-Current Liabilities					
Provisions	1,650	1,479	1,650	1,650	1,650
Interest-Bearing Liabilities	45,353	42,315	42,315	45,528	45,704
Lease Liabilities	372	115	115	372	372
Other Liabilities - Joint Operations	2,910	3,010	2,910	2,910	2,910
Total Non-Current Liabilities	**50,285**	**46,918**	**46,990**	**50,460**	**50,635**
Total Liabilities	**121,464**	**105,520**	**106,645**	**145,374**	**145,098**
Net Assets	**3,009,013**	**2,877,498**	**3,015,114**	**3,137,597**	**3,151,846**
Equity					
Accumulated Surplus	1,029,990	1,033,897	1,034,664	1,154,508	1,169,414
Asset Revaluation Reserve	1,943,603	1,812,971	1,943,603	1,943,601	1,943,601
Public Open Space Reserve	34,159	27,962	34,159	35,561	34,903
Strategic Asset Reserve	1,260	2,668	2,688	3,928	3,928
Total Equity	**3,009,013**	**2,877,498**	**3,015,114**	**3,137,597**	**3,151,846**

Capital Works Program

for the period ending 31 August 2026

This represents our portfolio of capital projects that have been adopted and formally approved by Council as part of the 2026–27 budget process. These projects involve the planning and construction of new assets, renewal, upgrade and expansions for existing infrastructure, plant and equipment and property assets. Included in the program are strategic projects, transformation and technology projects, roadworks, footpaths and drainage, upgrades of open space and recreational areas and community facilities.

Positive variance movements relate to savings in capital expenditure. Negative figures (in brackets) relate to an increase in the current year's budget allocation.

Capital Works Forecast

As at 31 August 2026, the forecast expenditure for the 2026–27 Capital Works Program is $53.88m, comprising:

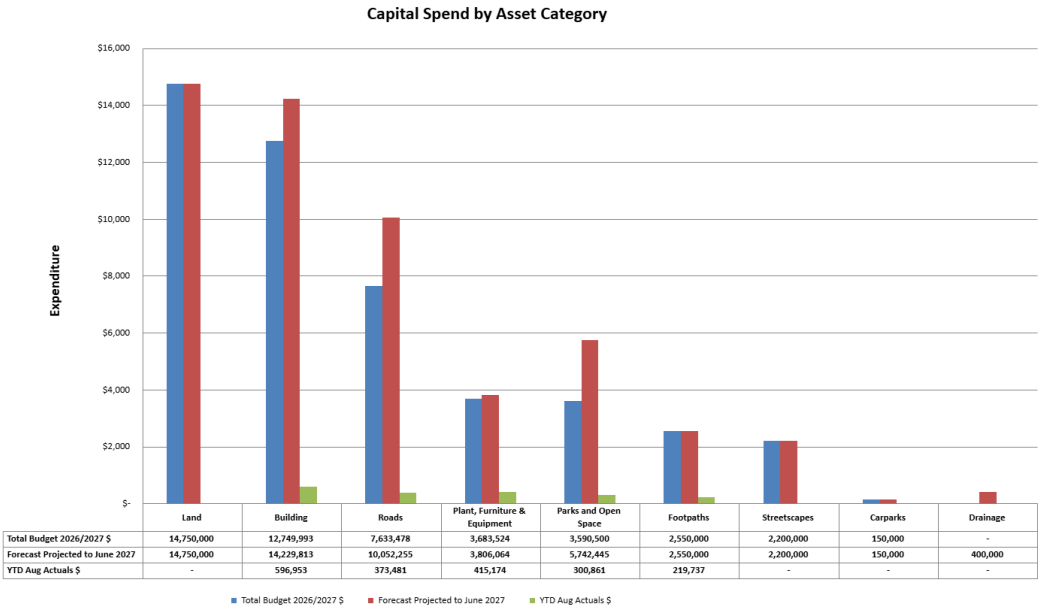
- 2026–27 Adopted Budget projects: $47.31m
- 2025–26 Carry Forward projects: $6.57m

Forecast Adjustments

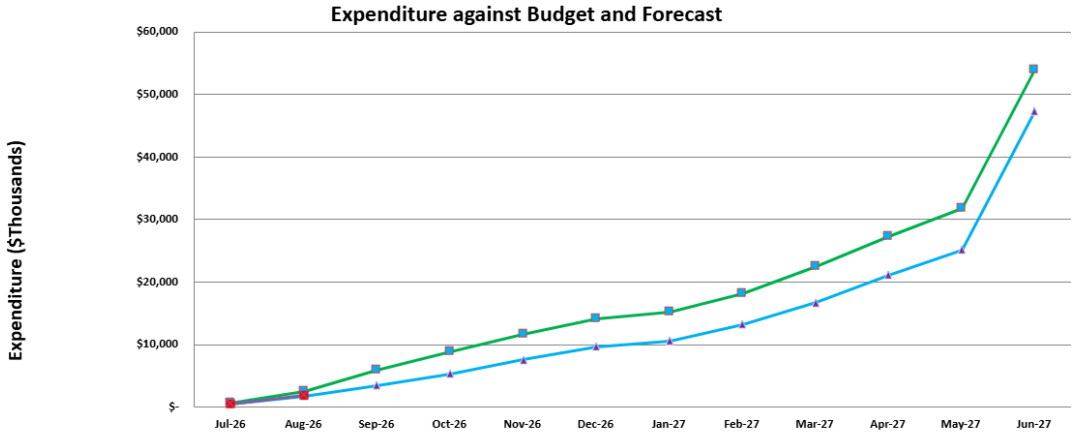
The August forecast remains unchanged, with no adjustments made to the Capital Works Program during the month.

Capital Works Performance Graphs

The below graphs reflect the 2026–27 budget allocations for the main asset category and monthly expenditure against budget and forecast.



	Land	Building	Roads	Plant, Furniture & Equipment	Parks and Open Space	Footpaths	Streetscapes	Carparks	Drainage
Total Budget 2026/2027 $	14,750,000	12,749,993	7,633,478	3,683,524	3,590,500	2,550,000	2,200,000	150,000	-
Forecast Projected to June 2027	14,750,000	14,229,813	10,052,255	3,806,064	5,742,445	2,550,000	2,200,000	150,000	400,000
YTD Aug Actuals $	-	596,953	373,481	415,174	300,861	219,737	-	-	-



	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
2026-27 Annual Forecast	$613K	$2,473K	$5,914K	$8,856K	$11,663K	$14,131K	$15,276K	$18,162K	$22,440K	$27,255K	$31,800K	$53,881K
Approved Budget	$504K	$1,703K	$3,458K	$5,331K	$7,560K	$9,664K	$10,589K	$13,210K	$16,687K	$21,103K	$25,101K	$47,307K
YTD Actuals	$561K	$1,906K										
Variance between Annual forecast vs Actuals	$52K	$567K										

Capital expenditure for August was $567k below forecast, primarily due to scheduling delays across the Renewals, Activity Centres, and Sustainability programs. This was partially offset by other projects progressing ahead of schedule.

Capital Works Program Expenditure

for period ending 31 August 2026

Description	Adopted Capital Budget ($)	Carry Forwards from 2025-26 ($)	Budget Plus Carry Forwards ($)	Adjustments ($)	Annual Forecast ($)	Year To Date Actual Expenditure ($)	Year To Date Forecast ($)	Year To Date Variance ($)
ACTIVITY CENTRES								
BETTER STREETS BETTER PLACES PROGRAM	2,000,000	1,166,552	3,166,552	-	3,166,552	55,759	231,547	175,788
MULTICULTURAL BUSINESS PRECINCT REVITALISATION PROGRAM	200,000	-	200,000	-	200,000	-	-	-
TOTAL PLACE	**2,200,000**	**1,166,552**	**3,366,552**	**-**	**3,366,552**	**55,759**	**231,547**	**175,788**
TRANSFORMATION & TECHNOLOGY								
GEOGRAPHIC INFORMATION SYSTEM UPGRADES	-	122,540	122,540	-	122,540	39,197	28,992	(10,205)
TOTAL TRANSFORMATION & TECHNOLOGY	**-**	**122,540**	**122,540**	**-**	**122,540**	**39,197**	**28,992**	**(10,205)**
RECREATION AND OPENSPACE								
OPEN SPACE STRATEGY INITIATIVES	-	302,096	302,096	-	302,096	57,577	50,000	(7,577)
RECREATION PROGRAM	-	276,860	276,860	-	276,860	58,159	59,225	1,066
SPORTSGROUND LIGHTING UPGRADE	-	94,561	94,561	-	94,561	37,479	45,000	7,521
TOTAL RECREATION AND OPENSPACE	**-**	**673,517**	**673,517**	**-**	**673,517**	**153,215**	**154,225**	**1,010**
COMMUNITY FACILITIES								
PARK PAVILION UPGRADE	3,650,000	173,938	3,823,938	-	3,823,938	357,596	439,327	81,731
GLEN HUNTLY PAVILION UPGRADE	910,713	-	910,713	-	910,713	-	-	-
CARNEGIE MEMORIAL SWIMMING POOL	-	14,468	14,468	-	14,468	635	-	(635)
TOTAL COMMUNITY FACILITIES	**4,560,713**	**188,406**	**4,749,119**	**-**	**4,749,119**	**358,231**	**439,327**	**81,096**
SUSTAINABILITY								
GETTING OFF GAS PROGRAM	6,025,000	957,735	6,982,735	-	6,982,735	17,632	90,000	72,368
INTEGRATED WATER MANAGEMENT	-	116,523	116,523	-	116,523	-	40,000	40,000
SOLAR AND ENERGY EFFICIENCY PROJECTS	164,280	-	164,280	-	164,280	-	-	-
TOTAL SUSTAINABILITY	**6,189,280**	**1,074,258**	**7,263,538**	**-**	**7,263,538**	**17,632**	**130,000**	**112,368**
COMMUNITY SAFETY								
FRANKSTON RAIL TRAIL UPGRADE	734,400	143,293	877,693	-	877,693	20,068	35,000	14,932
TRANSPORT PLANNING	1,488,000	1,569,147	3,057,147	-	3,057,147	333,539	294,878	(38,661)
TOTAL COMMUNITY SAFETY	**2,222,400**	**1,712,440**	**3,934,840**	**-**	**3,934,840**	**353,607**	**329,878**	**(23,729)**
LAND ACQUISITIONS								
ELSTERNWICK BOWLS CLUB	14,750,000	-	14,750,000	-	14,750,000	-	-	-
TOTAL LAND ACQUISITIONS	**14,750,000**	**-**	**14,750,000**	**-**	**14,750,000**	**-**	**-**	**-**

Capital Works Program Expenditure

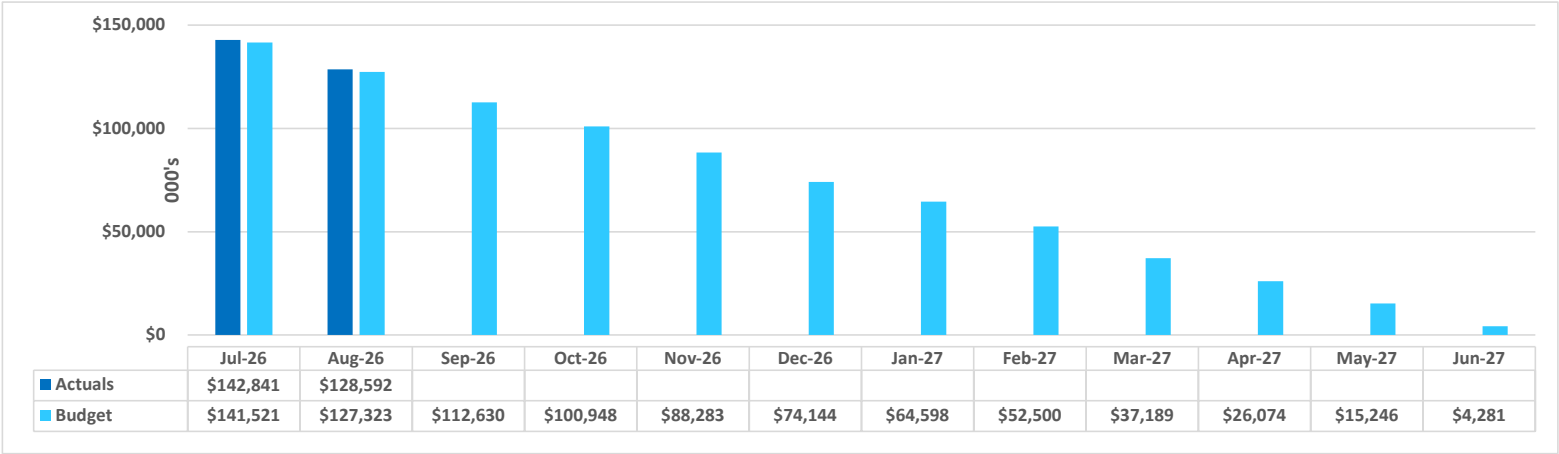
for period ending 31 August 2026 (continued)

Description	Adopted Capital Budget ($)	Carry Forwards from 2025-26 ($)	Budget Plus Carry Forwards ($)	Adjustments ($)	Annual Forecast ($)	Year To Date Actual Expenditure ($)	Year To Date Forecast ($)	Year To Date Variance ($)
RENEWALS								
INFORMATION SYSTEMS	894,745	-	894,745	-	894,745	124,680	149,124	24,444
FLEET AND PLANT	700,000	-	700,000	-	700,000	6,357	116,640	110,283
BUILDING IMPROVEMENTS	2,000,000	333,679	2,333,679	-	2,333,679	221,090	228,000	6,910
LIBRARY COLLECTIONS	617,520	-	617,520	-	617,520	90,678	89,840	(838)
FOOTPATH PROGRAM	2,550,000	-	2,550,000	-	2,550,000	219,737	251,086	31,349
KERB AND CHANNEL REPLACEMENT PROGRAM	400,000	-	400,000	-	400,000	10,361	27,000	16,639
ROAD REHABILITATION PROGRAM	2,000,000	706,337	2,706,337	-	2,706,337	9,513	-	(9,513)
DRAINAGE IMPROVEMENTS	300,000	400,000	700,000	-	700,000	-	30,000	30,000
GLENWORKS PROGRAM	1,739,540	-	1,739,540	-	1,739,540	-	-	-
RIGHT OF WAY IMPROVEMENTS	729,356	-	729,356	-	729,356	-	-	-
CAR PARKS RENEWAL PROGRAM	100,000	-	100,000	-	100,000	-	10,000	10,000
ACTIVE RECREATION FACILITY PROGRAM	500,000	26,240	526,240	-	526,240	23,890	-	(23,890)
RECREATION PROGRAM	600,000	120,112	720,112	-	720,112	-	-	-
GLEN EIRA LEISURE	1,471,259	-	1,471,259	-	1,471,259	154,262	245,210	90,948
PARKS MINOR CAPITAL WORKS	355,000	49,001	404,001	-	404,001	19,230	12,078	(7,152)
SPORTS GROUND LIGHTING UPGRADE PROGRAM	490,500	-	490,500	-	490,500	5,160	-	(5,160)
LOCAL AREA TRAFFIC MANAGEMENT	292,182	-	292,182	-	292,182	-	-	-
PARK ASSET RENEWAL PROGRAM	245,000	-	245,000	-	245,000	-	-	-
SPORT AND FACILITIES RENEWAL PROGRAM	1,400,000	-	1,400,000	-	1,400,000	43,607	-	(43,607)
TOTAL RENEWALS	**17,385,102**	**1,635,369**	**19,020,471**	**-**	**19,020,471**	**928,565**	**1,158,978**	**230,413**
TOTAL CAPITAL WORKS EXPENDITURE	**47,307,495**	**6,573,082**	**53,880,577**	**-**	**53,880,577**	**1,906,206**	**2,472,947**	**566,741**

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Financial Performance Graphs

Net Result for the period ending 31 August 2026



	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
Actuals	$142,841	$128,592										
Budget	$141,521	$127,323	$112,630	$100,948	$88,283	$74,144	$64,598	$52,500	$37,189	$26,074	$15,246	$4,281

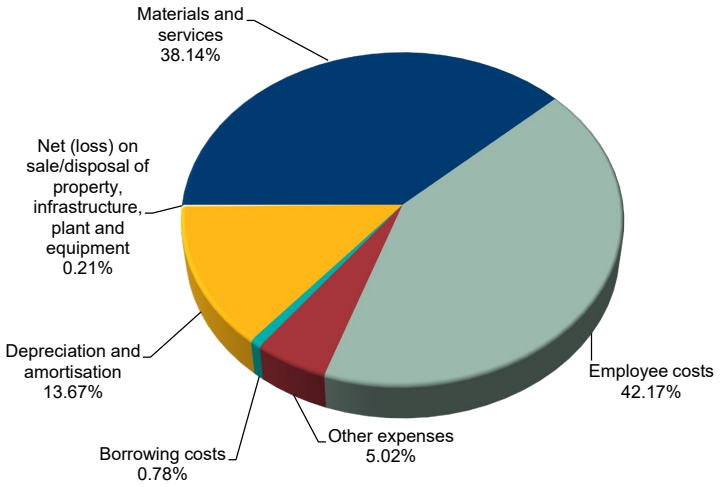
The August 2026 year to date financial performance was $1.27m higher than the year-to-date budget mainly due to:

- Better than anticipated income received for Grants $568k, User Fees $416k, Interest Received $335k, Contributions (Monetary) $285k, Statutory Fees & Fines $227k, and Waste & Recycling Charges $133k.
- Favourable variances in expenditure items including Employee Costs $1m and Insurances $188k. These are offset by an increase in Contractor Payments $1.01m, Other Expenses $274k and Utility Services $92k.

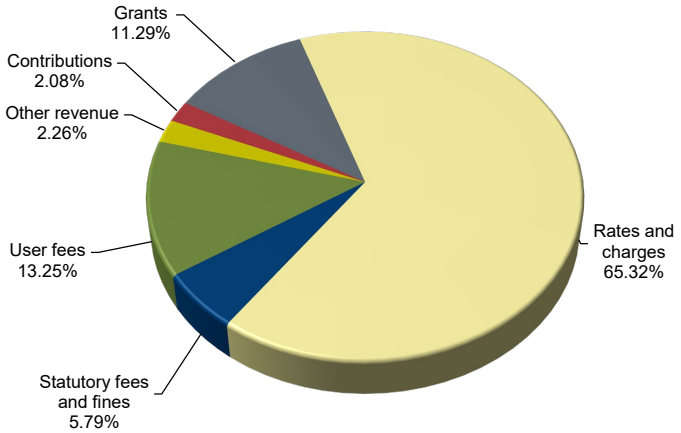
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Financial Performance
for the period ending 31 August 2026

2026-27 Forecast categories of expenditure

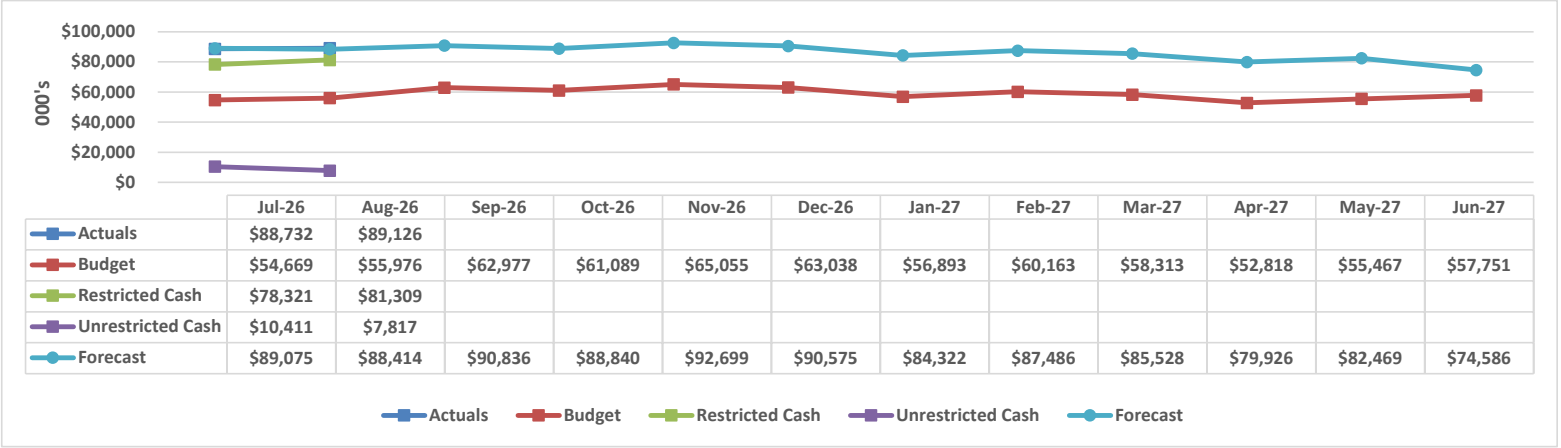


2026-27 Forecast sources of income



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Cash and Investments
for the period ending 31 August 2026



	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
Actuals	$88,732	$89,126										
Budget	$54,669	$55,976	$62,977	$61,089	$65,055	$63,038	$56,893	$60,163	$58,313	$52,818	$55,467	$57,751
Restricted Cash	$78,321	$81,309										
Unrestricted Cash	$10,411	$7,817										
Forecast	$89,075	$88,414	$90,836	$88,840	$92,699	$90,575	$84,322	$87,486	$85,528	$79,926	$82,469	$74,586

- **Cash Balance** – Council's year to date cash balance of $89.13m is above budget for the current month. Council's forecast position to June 2027 of $74.59m 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 August 2026 is $81.31m, this includes: residential aged care deposits of $13.86m, leave provisions of $15.51m, trust funds and deposits of $7.92m (including asset protection permits), open space reserve of $35.56m, strategic asset reserve of $3.93m and Emergency Services and Volunteers Fund $4.53m. Noting that the open space ($35.56m) is not held in cash reserve.

- **Return on Investments** – Council has achieved an average return on investments of 4.7 per cent for the month of August 2026.

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Rates Income and Debtors

for the period ending 31 August 2026

Rates and charges are Council's primary source of revenue and are levied in accordance with the Revenue and Rating Plan. Debtor balances fluctuate throughout the year in line with the rates payment cycle, with ratepayers able to pay by instalments or as a lump sum. The rates and charges balance includes waste charges and the Emergency Services and Volunteers Fund (ESVF) levy, both of which are collected by Council on behalf of service delivery and government requirements.

Waste charges and the ESVF levy sit outside the Victorian Government's rate capping framework and are therefore not subject to the annual rate cap. Council continues to actively monitor outstanding balances, administer available rebate programs, and undertake recovery processes where required to support the timely collection of revenue.

Rate Debtors	2026-2027 Year to date $'000
Arrears Brought Forward	17,655
Credits Brought Forward	(1,953)
2026-27 Rates and Service Charges Generated	155,398
2026-27 Emergency Services and Volunteers Fund Levy	30,659
Total Rates & Charges	**201,759**
Payments / Adjustments:	
Glen Eira Pension Rebate	116
State Government Rebate	(1,726)
Emergency Services and Volunteers Fund Rebate	(298)
Receipts	(22,828)
Interest	(863)
Supplementary Valuations	1,656
Total Payments / Adjustments	**(23,943)**
Rates & Charges Balance at Month End	**177,817**

Financial Sustainability Indicators

The following indicators are part of the Local Government Performance Reporting Framework (LGPRF), a state-wide reporting framework used by all Victorian councils to measure and report financial performance in a consistent and transparent manner.

The indicators provide insight into Council's financial sustainability, including its ability to fund services, maintain assets and meet future obligations. LGPRF targets were adopted as part of Council's 2026–27 Budget and are reported alongside actual results to track performance over time and support accountability to the community.

Domain	Measure	Target 2026-27	Forecast 2026-27
Financial management **Operating position** (ability to generate surplus in the ordinary course of business, excluding non-recurrent capital grants)	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (or deficit)/Adjusted underlying revenue	-1.60%	-1.42%
Working capital (Sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	142.42%	176.58%
Rates concentration (Revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	67.76%	67.57%
Cash liquidity (sufficient working capital and cash is available to cover expenses)	**Cash compared to current liabilities** Cash / current liabilities	98.55%	125.03%
Financial forecasting **Indebtedness** (level of long term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue	22.61%	22.59%
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to own-source revenue** Interest bearing loans and borrowings / own-source revenue	21.85%	21.80%
Asset renewal and upgrade (Renewal and upgrade of assets is planned and delivered)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	114.67%	114.67%

10.6 CAR SHARE BAY ALLOCATION POLICY

Author: *Brooke Ranken, Manager Community Safety and Compliance*

Director: *Rosa Zouzoulas, Director Planning and Place*

Trim No: *26/1244950*

Attachments: *1. CURRENT Car Share Policy ⇩*
2. PROPOSED Car Share Bay Allocation Policy ⇩

EXECUTIVE SUMMARY

The Car Share Policy has been reviewed. The review has confirmed that the policy remains relevant, effective and aligned with Council's strategic objectives relating to sustainable transport, efficient parking management and climate action.

The proposed revised policy maintains Council's existing support for car share services while improving governance arrangements, updating legislative references, incorporating Council's contemporary policy template and strengthening provisions relating to monitoring and evaluation. The revised policy also expands the policy scope to include car share bays located within Council-owned car parks and reinforces the role of car share in supporting transport choice and reducing reliance on private vehicle ownership.

The review identified that no significant change in policy direction is required. The amendments are largely administrative, governance and operational improvements intended to ensure the policy remains contemporary and fit for purpose. Internal consultation has been completed and support for the revised policy has been received from relevant business units.

The report seeks Council’s consideration and adoption of this revised policy.

RECOMMENDATION

That Council:

1. Notes the outcome of the review of the Car Share Policy.
2. Adopts the revised Car Share Bay Allocation Policy as attached to this report, with an effective date of 6 October 2026 and a review period of four years.

BACKGROUND

Council first adopted the Car Share Policy in March 2017 and last amended the policy in May 2022. The policy establishes Council's framework for the assessment, approval and management of car share services operating on Council-managed land.

The policy review has been undertaken in accordance with Council's policy review program to ensure that the policy remains current, aligns with legislative requirements and reflects Council's contemporary governance framework.

Car share services provide access to vehicles without requiring private ownership and form part of an integrated transport network. They contribute to reduced parking demand, improved transport choice and more sustainable travel behaviours across the municipality.

ISSUES AND DISCUSSION

The review found that the objectives and overall intent of the policy remain appropriate and continue to support Council's strategic transport and parking outcomes. No substantive changes to Council's existing policy position are proposed.

The key amendments incorporated into the revised policy include:

- Title update.
- Alignment with Council's current policy template and governance requirements.
- Inclusion of a clear scope detailing where and to whom the policy applies.
- Updated definitions and legislative references.
- Expanded references to sustainable transport outcomes and transport equity benefits.
- Clarification of monitoring and evaluation requirements, including utilisation reporting by providers.
- Updating associated Council documents and governance references.

The revised policy continues to provide clear criteria for the location of on-street car share bays, licensing arrangements, fee structures and provider obligations. It also maintains Council's ability to monitor utilisation rates and review the ongoing suitability of car share bay locations.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The policy supports Council's Climate Emergency Response Strategy 2025-2029 by encouraging alternatives to private vehicle ownership and supporting more sustainable transport choices.

Car share services contribute to more efficient use of vehicles and parking infrastructure, support greater use of active and public transport, and assist in reducing transportation-related emissions. The policy therefore makes a positive contribution toward Council's climate emergency commitments and broader sustainability objectives.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The policy enables Council to recover costs associated with the establishment, administration and ongoing management of car share bays through annual fees and charges. Establishment and renewal fees continue to be reviewed through Council's annual budget process.

Implementation of the revised policy can be accommodated within existing operational resources. No additional recurrent funding or staffing requirements have been identified.

The policy supports effective risk management by providing transparent and consistent criteria for the allocation, administration and review of car share bays on Council-managed land. It also provides mechanisms for monitoring utilisation data and reviewing bay performance where required.

No significant asset management implications have been identified. The installation and maintenance of car share bays will continue to be managed through existing operational procedures and programs.

POLICY AND LEGISLATIVE IMPLICATIONS

The revised policy has been updated to reflect current legislative requirements and Council governance practices. The policy has been assessed as compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic).

The policy also recognises the requirements of the *Local Government Act 2020* (Vic), *Gender Equality Act 2020* (Vic), *Privacy and Data Protection Act 2014* (Vic) and relevant road management legislation. A Gender Impact Assessment is not required for this policy.

The requirement for de-identified utilisation data supports Council's privacy obligations while assisting in monitoring the effectiveness of the car share network.

COMMUNICATION AND ENGAGEMENT

Internal consultation was undertaken with officers from Community Safety and Compliance, Wellbeing and Social Policy, and Legal and Governance during the policy review. All officers consulted supported retention of the policy and the proposed amendments.

The revised policy continues to require engagement with adjacent property owners when new on-street car share bays are proposed, in accordance with Council's Community Engagement Policy.

Given the administrative nature of the amendments and the absence of significant policy changes, no broader community consultation was considered necessary as part of this review.

LINK TO COUNCIL PLAN

Strategic Direction 2: Diverse, welcoming and accessible places

Our places are well connected by a variety of transport options

The revised policy supports this strategic direction by facilitating access to a broader range of transport options, enhancing transport choice, supporting sustainable travel behaviours and improving integration between private, public and shared transport modes.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The review of the policy has confirmed that it remains relevant and effective in supporting the provision and management of car share services within the municipality. The proposed amendments improve governance, legislative alignment, usability and administrative clarity while maintaining Council's existing policy direction.

Adoption of the revised policy will ensure Council continues to provide a contemporary and transparent framework for managing car share services, supporting sustainable transport outcomes and meeting community expectations regarding transport choice and efficient use of public parking infrastructure.

Car Share Policy

Date first adopted:	March 2017
Dates amended:	May 2022
Next review date:	May 2026
Position title of responsible business unit Manager:	Manager Community Safety and Compliance
Approved by:	Council
Internal external or both:	

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1. TITLE

Car Share Policy

2. OBJECTIVES

The objectives of this Policy are to:

2.1 support the operation of car share on the road network within the municipality;

2.2 outline the rationale for car share fees;

2.3 articulate the criteria for the preferred location for on-street car share bays; and

2.4 set out the operational requirements for car share providers.

3. BACKGROUND

Council's Parking Policy focuses on both sides of the parking equilibrium: better managing the limited supply and curbing the increasing demand. Car share is a measure used to manage demand. Car share provides access to a vehicle when necessary, without the need to own a car.

Traffic congestion in urban areas is a challenge facing all community members. Victoria saw an 8.3% increase in vehicles registered between 2015 and 2020. This increase in traffic places greater strain on parking availability and driver on-road time. By using car share, Glen Eira residents and visitors can enjoy the benefits of accessing a car while reducing the number of cars on our roads.

4. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Car share	A car parking space dedicated to an approved Car Share Provider designed to reduce car ownership.
Car Share Providers	Commercial car share operators are approved by Council to apply for on-street car share bays and provide vehicles for their members to use.
Council	means Glen Eira City Council
Guidelines	means Council's Car Share Provider Guidelines
municipality	means the district under the local government of Council
on-street car share bay	means a dedicated parking space located on local and arterial roads for the exclusive use of a vehicle provided and managed by a Car Share Provider.
Policy	means this Car Share Policy

5. POLICY

5.1 Council supports the growth of car share.

Roles and Responsibilities

5.2 The following roles and responsibilities will apply to this Policy:

a) Council will promote the benefits of car share;
b) Council will manage the application process for Car Share Providers, detailed in the Guidelines, to apply for on-street car share bay;
c) Council will undertake community engagement in accordance with its Community Engagement Policy with adjacent property owners to a proposed on-street car share bay;
d) Council will install on-street car share bays;
e) Council may approve a Car Share Provider to operate an on-street car share bay in the municipality;
f) Car Share Providers must enter into a license agreement with Council as set out in the Guidelines to operate an on-street car share bay; and
g) Car Share Providers must comply with all requirements set out in the Guidelines for operating an on-street car share bay.

Application and Licensing Process

5.3 Car Share Providers must complete an application form for each on-street car share bay they propose to operate in the municipality.

5.4 Car Share Providers must submit the completed application form to Council for approval.

5.5 The application will be referred to relevant Council business units for review and consideration with respect to compliance with this Policy, Guidelines and licensing arrangements.

5.6 A license to operate an on-street car share bay will be for an initial term of two (2) years with an option to extend the term for a further two (2) years.

Siting and location criteria for on-street car share bays

5.7 Council officers will determine where on-street car share bays may be located within the street network.

5.8 A maximum of one on-street parking space per residential street and up to five on-street parking spaces per suburb (postcode) may be allocated for on-street car share bays.

5.9 In determining where on-street car share bays are to be located, Council officers will take into consideration the following factors:

a) Convenience for car share users; including siting cars within close proximity (in the order of 300m) of each other to provide network coverage for users;

b) Favourable context to raise the profile of the car share scheme and promote sustainable transport options; in high activity areas, major attractors, community hubs, high employment areas, areas with high student populations, high pedestrian numbers and areas with high residential density;

c) Opportunity for transport integration near bus, tram and train services and in areas of high walkability, safety and accessibility;

d) Efficiency in using spaces that are no longer required and can be repurposed, such as loading zones or taxi zones, or where new spaces are created due to crossover removal or streetscape works; and

e) Safety, to ensure that the cars parked in an on-street car share bay do not obstruct sightlines and provide clearances to driveways and services.

Fees

5.10 Council seeks cost neutrality in the setting of its fees for approved on-street car share bays.

5.11 In determining the fees for approved on-street car share bays, Council may consider the following factors:

a) administration and management costs of implementing the car share scheme, including the cost of:
   (i) installing on-street car share bays;
   (ii) managing the implementation of the Policy;
   (iii) establishing licensing agreements; and
   (iv) monitoring performance and reporting

b) officer time dedicated to the expansion of the network of on-street car share bays;
c) the value of car parking spaces to the community;
d) demand for on-street car share bays; and
e) the direct community benefits of car share.

5.12 Council may charge fees for each approved on-street car share bay, including:

a) an Establishment Fee; and
b) a Renewal Fee.

5.13 The Establishment Fee and Renewal Fee must be reviewed annually and are set by Council in its annual budget.

Establishment Fee

5.14 Council will require payment of an Establishment Fee for each approved on-street car share bay location.

Renewal Fee

5.15 Within six months before the expiry of an on-street car share bay license agreement, a Car Share Provider may apply for renewal of the agreement for a further term of two (2) years with an option to extend the term for a further two (2) years.

5.16 Council may require payment of a Renewal Fee for each renewed license for an on-street car share bay.

Floating Car Share vehicles

5.17 City of Glen Eira visitors, tradespersons or residential parking permits cannot be used with a Floating Car Share vehicle.

5.18 Floating Car Share vehicles may be used for a six to twelve months trial period to demonstrate demand for an on-street car share bay in an area.

5.19 Following a trial under paragraph 5.18 above, if there is a demonstrated demand for car-share vehicles, Car Share Providers may apply to Council for a designated on-street car share bay.

Supporting the Provision of Car Share vehicles within new or existing developments

5.20 Council supports the provision of car-share vehicles within new or existing developments to supplement the on-street network of car share in the locality of the development.

5.21 People developing land or who have an existing development may work with Council to identify appropriate locations for car share bays in off-street locations.

6. HUMAN RIGHTS CHARTER COMPATIBILITY

This Policy has been assessed as being compatible with the Charter of Human Rights and Responsibilities Act 2006 (Vic).

7. ASSOCIATED INTERNAL DOCUMENTS

Car Share Provider Guidelines
Transport Strategy (towards Sustainable Transport) 2016
Climate Emergency Response Strategy 2021–2025
Community Engagement Policy
Glen Eira Council Community Safety Plan 2018-2022
Integrated Transport Strategy 2018-2031
Parking Policy

8. EXTERNAL REFERENCES/RESOURCES

Transport Strategy (Towards Sustainable Transport) 2016
Phillip Boyle & Associates, 2015 “Research for On Street Car Share Policy Review” for City of Port Phillip, Melbourne, Sep 15

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

Car Share Bay Allocation Policy

Date first adopted: March 2017

Date last amended: **October 2026**

Next review date: October 2030

Policy Owner: Manager Community Safety and Compliance

Approved by: Council

Policy Category: Either:

Category 4 Policy - Discretionary policy that requires CEO approval

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1. TITLE

Car Share Bay Allocation Policy

2. OBJECTIVES

The objectives of this Policy are to:

2.1 support the operation of car share services within the municipality;
2.2 outline the rationale for fees payable by car share providers;
2.3 articulate the criteria for the preferred location for on-street car share bays;
2.4 set out the principal requirements for car share providers to provide a car share service within the municipality.

3. BACKGROUND

Council's Parking Policy recognises the need to balance the limited supply of parking with growing demand for parking across the municipality. Car share is one of a range of measures that can assist in managing parking demand by providing access to a vehicle when required, without the need for private ownership.

Traffic congestion and parking availability are ongoing challenges in urban areas. Vehicle registrations in Victoria increased by 5.5% between 2023 and 2025, contributing to greater demand for road space and parking. This increase in traffic, places greater strain on parking availability and driver on-road time. By using car share, Glen Eira residents and visitors can enjoy the benefits of accessing a car while reducing the number of cars on our roads.

Car share schemes support Council's sustainability objectives by reducing reliance on private vehicle ownership, making more efficient use of vehicles and parking spaces, and encouraging the use of walking, cycling and public transport. They can also improve transport equity by providing affordable access to a vehicle without the costs of ownership, benefiting a range of community members including apartment residents, lower-income households, younger people and older residents. As part of an integrated transport network, car share can help meet the diverse mobility needs of the Glen Eira community while supporting more sustainable transport outcomes.

4. SCOPE

This policy applies to the planning, approval, installation and management of on-street and car share bays located within Council owned carparks within the Glen Eira municipality. It governs all commercial car share providers seeking to operate on Council-managed roads and establishes the framework under which Council assesses applications, allocates public road space, and manages ongoing operations.

This policy applies to:

- All Council-managed local roads (and off-street carparks) where parking is controlled by Council;
- All car share providers operating, or seeking to operate, within Glen Eira; and

DRAFT

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- Council officers involved in transport planning, infrastructure, parking management and compliance

This policy does not apply to:

- Privately operated car share arrangements located entirely on private land, except where Council approval or partnership is required; and
- Internal Council fleet vehicles or staff vehicle sharing arrangements.

5. DEFINITIONS

Term	Meaning
Car share	means a transport service that allows authorised members to access and self-drive a vehicle on demand for short periods of time through a booking platform. Vehicles are provided by a Car Share Provider and may be located in dedicated on-street or off-street parking bays. Car sharing involves the temporary use of a vehicle by the member and does not include taxi services, rideshare services, chauffeur services, or other passenger transport services where a driver is provided.
Car Share Provider	means a commercial organisation approved by Council to provide car share services within the municipality, including applying for and managing dedicated car share bays and making vehicles available for use by authorised members.
Council	means Glen Eira City Council.
Floating car share vehicle	means a vehicle operated by a Car Share Provider that may be parked in lawful, unrestricted parking spaces within a public roadway or Council-owned off-street car park and is not assigned to a dedicated car share bay.
Guidelines	means Council's Car Share Provider Guidelines.
Municipality	means the district under the local government of Council.
On-street car share bay	means a parking space designated by Council for the exclusive use of a vehicle operated and managed by an approved Car Share Provider.

6. POLICY

Council supports the growth of car share bays within the municipality.

6.1 Location

6.1.1 Council officers will determine the volume and location of on-street car share bays within the street network.

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6.1.2 In determining where on-street car share bays are to be located, Council officers will take into consideration the following factors:

a) Convenience for car share users; including through situating share cars within reasonably close proximity to each other, where possible, to provide sufficient network coverage for users;

b) Favourable context to raise the profile of the car share scheme and promote sustainable transport options; in high activity areas, major attractors, community hubs, high employment areas, areas with high student populations, high pedestrian numbers and areas with high residential density;

c) Opportunities for transport integration near public transport services and in areas of high walkability and safety;

d) Efficiency, via repurposing existing car parking spaces that are no longer required, such as loading zones or taxi zones; or where new spaces can be created due to crossover removal or streetscape works; and

e) To ensure that the cars parked in an on-street car share bay do not obstruct sightlines and provide clearances to driveways, services and utilities.

On-street bays will not be installed in locations currently under paid-parking restrictions.

6.2 Duration

Car share bays are provided for a period of two years with an option to renew for a further two years (subject to approval by Council).

6.3 Fees

6.3.1 Council will consider the cost and value to the community when determining fees.

6.3.2 Car Share Fees will be reviewed annually as part of Council's annual budget and Fees and Charges process.

6.3.3 Council will charge fees for each approved on-street car share bay, including:

a) an Establishment Fee (payable on approval of a car share bay location); and

b) a Renewal Fee (payable on each renewal of a further two year term).

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6.4 Monitoring and evaluation

6.4.1 Council will require car share providers to provide monthly utilisation data for ongoing monitoring and evaluation. The data will be deidentified.

6.4.2 Council reserves the right to review the performance of car share bays and may remove or relocate a bay.

7. ROLES AND RESPONSIBILITIES

The following roles and responsibilities will apply to this Policy:

a) Council will manage the application process for Car Share Providers, detailed in the Guidelines, to apply for on-street car share bay;

b) Council will undertake community engagement in accordance with its Community Engagement Policy with adjacent property owners to a proposed on-street car share bay;

c) Council will install on-street car share bays;

d) Council may approve a Car Share Provider to operate an on-street car share bay in the municipality;

e) Car Share Providers must enter into a license agreement with Council as set out in the Guidelines to operate an on-street car share bay; and

f) Car Share Providers must comply with all requirements set out in the Guidelines for operating an on-street car share bay.

8. FLOATING CAR SHARE VEHICLES

8.1 City of Glen Eira Residential Parking Permits, including Single-Use Permits cannot be used with a Floating Car Share vehicle.

8.2 Floating Car Share vehicles may be used for a six to twelve months trial period to demonstrate demand for an on-street car share bay in an area.

8.3 Following a trial under paragraph 8.2 above, if there is a demonstrated demand for car-share vehicles, Car Share Providers may apply to Council for a designated on street car share bay.

9. LEGISLATIVE COMPLIANCE

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic).

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In line with the *Gender Equality Act 2020* (Vic), a Gender Impact Assessment is not required for this policy.

10. ASSOCIATED COUNCIL DOCUMENTS

- Car Share Provider Guidelines
- Climate Emergency Response Strategy 2025–2029
- Community Engagement Policy
- Glen Eira Council Community Safety Plan 2022-2025
- Integrated Transport Strategy 2018-2031
- Glen Eira Financial Sustainability Strategy 2025-2029
- Asset Management Policy
- Parking Policy

11. EXTERNAL REFERENCE/RESOURCE

- *Local Government Act 2020* (Vic)
- *Charter of Human Rights and Responsibilities Act 2006* (Vic)
- *Gender Equality Act 2020* (Vic)
- Bureau of Infrastructure and Transport Research Economics (BITRE), *Road vehicles, Australia, January 2025*, Statistical Report, Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, Australian Government, September 2025.
- *Privacy and Data Protection Act 2014* (Vic)
- *Road Management Act 1984* (Vic)

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GLEN EIRA CITY COUNCIL

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 2421
Caulfield Junction, VIC 3161

Phone: (03) 9524 3333

mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

10.7 DOG MANAGEMENT POLICY

Author: *Brooke Ranken, Manager Community Safety and Compliance*

Director: *Rosa Zouzoulas, Director Planning and Place*

Trim No: *26/1244956*

Attachments: *1. CURRENT Destruction of Dogs Policy ⇩*
2. PROPOSED Dog Management Policy ⇩

EXECUTIVE SUMMARY

The Destruction of Dogs Policy has been reviewed. The review has confirmed that the policy remains relevant and continues to provide a clear framework for the exercise of Council's powers under section 84P of the *Domestic Animals Act 1994* (Vic) relating to the destruction of certain seized dogs.

The proposed amendments do not alter Council's statutory powers or the circumstances in which those powers may be exercised. The amendments are primarily administrative and operational in nature and seek to improve readability, update legislative references, align the policy with Council's contemporary policy framework and governance requirements, and strengthen references to procedural fairness and community safety outcomes.

Council is now requested to consider adoption of the revised policy.

RECOMMENDATION

That Council:

1. Notes the outcome of the review of the Destruction of Dogs Policy.
2. Adopts the revised Dog Management Policy.
3. Notes that the next review of the policy will occur in October 2030.

BACKGROUND

Council has powers under section 84P of the *Domestic Animals Act 1994* (Vic) to destroy certain dogs that have been seized under Part 7A of the Act. The power applies in specific circumstances prescribed by legislation, including where dangerous dogs or restricted breed dogs cannot be registered or where relevant offences have been committed under the Act.

The current policy was last amended in May 2022 and was scheduled for review during 2026. The policy establishes principles and procedural requirements to guide delegated officers when considering whether to exercise Council's statutory powers to destroy a dog. These requirements include notification of proposed decisions, providing reasons, considering submissions from owners and communicating final decisions.

The review has been undertaken to ensure the policy remains contemporary, legally compliant and aligned with Council's strategic and governance objectives. Internal consultation was undertaken with relevant officers from Community Safety and Compliance, Wellbeing and Social Policy, and Legal and Governance. All officers consulted supported retention of the policy and the proposed amendments.

ISSUES AND DISCUSSION

The review determined that the policy remains fit for purpose and continues to support transparent, consistent and defensible decision-making when exercising Council's powers under section 84P of the *Domestic Animals Act 1994* (Vic).

The principal amendments included in the revised policy are:

- Title change.
- Alignment with Council's current policy template and governance requirements.
- Updated legislative references and removal of superseded references.
- Improved structure and readability through reorganisation of policy content.
- Expanded contextual information outlining the circumstances in which Council may exercise its powers under section 84P of the Act.
- Strengthened references to balancing the rights of dog owners with community safety, neighbourhood amenity and Council's governance obligations.
- Inclusion of references of associated strategic documents, including the *Domestic Animal Management Plan 2026-2029*.

The revised policy continues to require procedural fairness through written notification, provision of reasons, consideration of owner submissions and written advice of final decisions. These requirements support transparency, accountability and public confidence in Council's animal management functions.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The proposed policy review has no direct Climate Emergency Response Strategy implications.

The policy relates to statutory animal management responsibilities and the exercise of powers under the *Domestic Animals Act 1994* (Vic). The proposed amendments are administrative, governance and legislative in nature and are not expected to impact climate change mitigation or adaptation outcomes.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Financial and Resource Implications

Implementation of the revised policy will occur within existing operational budgets and staffing resources. No additional expenditure or ongoing resource requirements have been identified as a result of the review.

Risk Implications

The policy supports effective risk management by establishing a clear, consistent and transparent framework for decisions relating to dangerous and restricted breed dogs. The policy assists in mitigating governance, legal and reputational risks by ensuring decisions are evidence-based, procedurally fair and consistent with legislative requirements.

Asset Management Implications

There are no asset management implications associated with the proposed policy review.

POLICY AND LEGISLATIVE IMPLICATIONS

The policy provides guidance for the administration of section 84P of the *Domestic Animals Act 1994* (Vic) and supports Council's responsibilities in relation to public safety and animal management.

The revised policy has been assessed as compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic) and is consistent with Council's obligations under the *Local Government Act 2020* (Vic).

The amendments do not alter Council's legislative powers or obligations and are intended to ensure the policy remains current, accessible and aligned with contemporary governance requirements.

COMMUNICATION AND ENGAGEMENT

Internal consultation was undertaken with officers from Community Safety and Compliance, Wellbeing and Social Policy, and Legal and Governance. Feedback received during the review supported retention of the policy and the proposed amendments.

As the review does not introduce substantive changes to Council's regulatory approach or legislative powers, external community consultation was not undertaken.

Following Council adoption, the revised policy will be published in accordance with Council's policy management and governance processes.

LINK TO COUNCIL PLAN

Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing

Our community feels safer

The policy contributes to community safety by providing a transparent and consistent framework for decisions involving dangerous and restricted breed dogs. The policy supports the protection of residents, visitors and animals while ensuring procedural fairness and balancing the rights of dog owners with the broader interests of the community.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The review of the policy has confirmed that it remains relevant, effective and necessary to support the lawful and consistent exercise of Council's powers under section 84P of the *Domestic Animals Act 1994* (Vic). The proposed amendments are administrative and governance-focused and improve the clarity, accessibility and contemporary relevance of the policy without altering Council's statutory powers or obligations.

Adoption of the revised policy will ensure Council continues to maintain a transparent, fair and defensible framework for managing matters involving dangerous and restricted breed dogs while supporting community safety and good governance outcomes.

Destruction of Dogs Policy

Date first adopted:	December 2004
Dates amended:	October 2009 October 2014 May 2022
Next review date:	May 2026
Position title of responsible business unit Manager:	Manager Community Safety and Compliance
Approved by:	Council
Internal external or both:	

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1. TITLE

Destruction of Dogs Policy

2. OBJECTIVES

The objectives of this Policy are to:

- to provide guidance for the administration of section 84P of the *Domestic Animals Act 1994 (*the **Act***)* in relation to the destruction of dogs;
- balance the rights of dog owners and the wider community; and
- ensure public safety of residents and visitors to the municipality.

3. SCOPE

This policy applies to the administration of section 84P of the *Domestic Animals Act 1994* (**Act**). Section 84P of the Act provides Council with further power to destroy dogs. Under section 84P of the Act, Council may destroy a dog that has been seized under Part 7A of the Act at any time after its seizure if—

- the dog is a dangerous dog or a restricted breed dog that is able to be registered or have its registration renewed under this Act and if—
  - (i) Council has made a decision to refuse to register or renew the registration of the dog; and
  - (ii) a review of that decision has affirmed the decision, or the owner has not applied for a review of that decision within the time fixed for review under section 98(2A) of the Act; or
    - the dog is a dangerous dog whose owner has been found guilty of an offence under Division 3 of Part 3 of the Act with respect to that dog; or
    - the dog is a restricted breed dog whose owner has been found guilty of an offence under Division 3B of Part 3 of the Act with respect to that dog; or
    - the dog's owner has been found guilty of an offence under section 28, 28A or 29 of the Act with respect to the dog; or
    - a person other than the dog's owner has been found guilty of an offence under section 29 of the Act with respect to the dog.

Under section 28 of the Act it is an offence for a person to set on or urge a dog to attack, bit, rush at or chase any person or animal.

Under section 28A of the Act, except in certain circumstances, it is an offence for a person to train a dog to attack, bite, rush at, chase or in any way menace persons, animals or anything worn by persons.

Section 29 of the Act provides for various offences in relation to dog attacks.

4. BACKGROUND

4.1 Council may, by instrument, appoint as a Council authorised officer any specified employee of Council.

4.2 A Council authorised officer may exercise powers under the Act to seize a dog.

4.3 Under section 84P of the Act, a delegated Council Officer has the power to destroy a dog that has been seized under Part 7A of the Act.

5. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Council authorised officer	means a person appointed as an authorised officer under section 72 of the *Domestic Animals Act 1994*
Council	means Glen Eira City Council.
Policy	means this Destruction of Dogs Policy
Act	means the *Domestic Animals Act 1994* (Vic)
delegated Council Officer	means the Council officer delegated powers under section 84P of the *Domestic Animals Act 1994* (Vic)

6. POLICY

6.1 If a delegated Council Officer:

a) proposes to exercise their power under section 84P of the Act to destroy a dog at any time after its seizure under Part 7A of the Act; and
b) has the contact details of the owner of the dog

then the delegated Council Officer must undertake the review process set out in paragraphs 6.2 to 6.6 below before deciding whether to exercise their power to destroy the dog under section 84P of the Act.

6.2 The delegated Council Officer must notify the dog owner in writing of the proposed decision to destroy the dog.

6.3 The delegated Council Officer must provide reasons in writing for the proposed decision to destroy the dog.

6.4 The delegated Council Officer must advise the dog owner in writing that they have seven (7) days from the date of receipt of the letter of notification within which to make written submissions to Council.

6.5 The delegated Council Officer must consider any written submissions received from the dog owner when deciding whether to exercise their power under section 84P of the Act to destroy the dog seized under Part 7A of the Act.

6.6 The delegated Council Officer must notify the dog owner in writing of their decision and the reasons for the decision.

6.7 If, following the review process set out in paragraphs 6.2 to 6.6 above, the delegated Council Officer decides to destroy the dog; the dog must be destroyed humanely no earlier than 14 days after the date of the notification referred to in paragraph 6.6.

7. HUMAN RIGHTS CHARTER COMPATIBILITY

This Policy has been assessed as being compatible with the *Charter of Human Rights and*

Responsibilities Act 2006 (Vic).

8. ASSOCIATED INTERNAL DOCUMENTS

- Glen Eira Community Wellbeing Plan 2021-2025
- Glen Eira Council Community Safety Plan 2018-2022
- Procedure - Serving notices of seizure relating to seizing of identified dogs.
- Procedure - Seizure and impounding of dogs after a dog attack.
- Procedure - Dealing with owners when recovering dogs that have been seized by Council.
- Procedure - When a dog is declared dangerous (s.34).
- Procedure - When a dog is declared menacing (s.41A).
- Procedure - When a dog is declared to be of a restricted breed (s.98A).
- Procedure - Provide details of dangerous dogs on the Victorian Declared Dog Registry (VDDR) (s.44AE).
- Procedure - Provide details on VDDR of dogs destroyed in relation to s.84TA, TB and TC
- (s.44AEA).
- Procedure - Seizure and impounding of dangerous and restricted breed dogs.
- Procedure - Assessment of restricted breed dogs.
- Procedure - Process for the registration/refusal of registration/renewal of registration of dangerous and restricted breed dogs (s.17).

9. EXTERNAL REFERENCES/RESOURCES

- *Charter of Human Rights and Responsibilities 2006* (Vic)
- *Local Government Act 2020* (Vic)
- *Local Government Act 1989* (Vic)
- *Domestic Animals Act 1994*

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Dog Management Policy

Date first adopted:	December 2004
Date last amended:	October 2026
Next review date:	October 2030
Policy Owner:	Manager Community Safety and Compliance
Approved by:	Council
Policy Category:	Category 2 Policy – Discretionary Policy that requires Council approval

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1. TITLE

Dog Management Policy

2. OBJECTIVES

The objectives of this Policy are to:

- outline Council's powers under section 84P of the *Domestic Animals Act 1994* (Vic) in relation to the destruction of dogs;
- provide guidance to Council and the community as to how these powers may be exercised, having regard to:
    - the rights and interests of dog owners;
    - the need to protect the safety and security of the community; and
    - the need to ensure the amenity of neighbourhoods and public spaces within the municipality.

3. BACKGROUND

Where dogs have been seized by Council, under Part 7A of the *Domestic Animals Act 1994*, section 84P of the Act provides Council with the power to destroy those dogs in certain circumstances.

4. SCOPE

This policy applies to Council's administration of section 84P of the *Domestic Animals Act 1994.* Council's power under section 84P to destroy dogs is in addition to other powers it has, including where a veterinary practitioner has certified that a dog should be immediately destroyed on humane grounds, or where a dog is diseased. The section 84P grounds for Council making its decision are outlined below.

4.1 Council has determined not to register a dangerous dog or a restricted breed dog

Under the Act, Council may destroy a dog that has been seized if:

- The dog has been determined by Council to be a *dangerous dog* in accordance with the Act; or
- The dog is a *restricted breed* of dog or is believed to be a *restricted breed* of dog; and
- Council has decided not to register the dog, or to renew its existing registration; and
- This registration decision has not been successfully challenged, either because the owner of the dog did not apply to review Council's decision in accordance with the Act, or an owner's application for review was unsuccessful.

Section 98 of the Act provides dog owners with rights of review to the Victorian Civil and Administrative Tribunal (VCAT) with respect to Council declarations of a dog being a *dangerous dog*, a *restricted breed* dog, and for Council's decisions to not register a dog or renew a dog's registration on these bases.

Dangerous Dogs or *Restricted Breed* Dogs

The Act provides definitions of *dangerous dog* and *restricted breed dog*.

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Section 3 of the Act sets out which breeds of dog are *restricted dog breeds*.

Council can declare a dog to be a *dangerous dog* under Part 3 of the Act in a range of circumstances, including:

- where the dog has caused the death of or serious injury to a person or animal by biting or attacking that person or animal;
- the dog has been declared a *dangerous dog* under a corresponding law; or
- the dog is a *menacing dog* and its owner has received at least 2 related infringement notices.

In addition, under section 34A of the Act, certain dogs are automatically categorised as dangerous dogs:

(i) guard dogs for non-residential premises; and
(ii) dogs that have been trained to attack or bite any person or any thing when attached to or worn by a person.

4.2 The dog's owner has been found guilty of a relevant offence under the Act

Council may destroy a dog that has been seized where the owner of the dog has been found guilty of an offence under the Act, as below:

- If the dog is a *dangerous dog* and the owner has been found guilty of an offence under Division 3 of Part 3 of the Act, such as urging or training a dog to attack, chase or menace another person or animal; or where it is reasonably suspected that the owner has committed such an offence;
- If the dog is a *restricted breed dog* and the owner has been found guilty of an offence under Division 3B of Part 3 of the Act, such as the failure to abide by requirements to restrain a restricted breeding dog, Council notification requirements or to erect warning signs;
- Where the owner of a dog has been found guilty of one (or more) of the following offences under the Act:
    - **Section 28:** prohibits a person from willfully setting on or urging a dog to attack, bite, rush at or chase any person or animal except in the context of lawful hunting.
    - **Section 28A:** prohibits a person from training a dog to attack, bite, rush at, chase or in any way menace persons, animals or anything worn by persons, unless a particular exception applies (e.g. such training is authorised).
    - **Section 29**: creates an offence where a dog attacks, bites, rushes at or chases any person or animal unless a relevant exception or defence applies (e.g. a person was trespassing on premises on which the dog was kept or the dog was being teased, abused or assaulted).

4.3 A person other than the dog's owner has been found guilty of a relevant offence under the Act

Council may also destroy a dog when a person who is not the owner of a dog but had apparent control of a dog at the relevant time has been found guilty of an offence under section 29.

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5. POLICY STATEMENT

Council is committed to ensuring the best outcomes for the community in the exercise of its powers and responsibilities.

As part of this commitment, when making decisions under section 84P of the Act to destroy dogs it needs to balance:

- the rights and interests of dog owners within the municipality;
- the safety and security of the broader community, including Glen Eira's residents, visitors and other animals; and
- the amenity of the municipality's neighbourhoods and public spaces.

6. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Council	means Glen Eira City Council
Policy	means this Dog Management Policy
Act	means the *Domestic Animals Act 1994* (Vic)
Council Officer	means Council officer delegated powers under section 84P of the *Domestic Animals Act 1994* (Vic)
Dangerous dog	means a dog that has been declared to be a *dangerous dog* by Council under Part 3 of the *Domestic Animals Act 1994* (Vic) or by virtue of the operation of section 34A of the Act.
Restricted breed dog	means a dog breed categorised as *restricted* by the *Domestic Animals Act 1994* (Vic), being: Japanese Tosa; fila Brasileiro; dogo Argentino; Perro de Presa Canario (or Presa Canario); or American Pit Bull Terrier (or Pit Bull Terrier).
Menacing dog	means a dog that has been declared to be a menacing dog by Council under Part 3 of the *Domestic Animals Act 1994* (Vic).

7. POLICY

7.1 In accordance with Council's *Domestic Animal Management Plan 2026-2029*, all Council Officers delegated responsibility for administering Council's powers under section 84P are required to obtain the Certificate IV in Animal Regulation and Management and the Certificate IV in Government Investigations, covering skills such as animal handling, investigation, report writing, communication and time management.

7.2 If a Council Officer:

a) proposes to exercise their power under section 84P of the Act to destroy a dog at any time after its seizure; and

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b) has the contact details of the owner of the dog then the Council Officer must undertake the review process set out in paragraphs 7.3 to 7.7 below before deciding whether to exercise their power to destroy the dog under section 84P of the Act.

7.3 The Council Officer must notify the dog owner in writing of the proposed decision to destroy the dog.

7.4 The Council Officer must provide reasons in writing for the proposed decision to destroy the dog.

7.5 As part of undertaking the review process, the Council Officer will consider:

- the rights and responsibilities of dog owners;
- the safety and security of the broader community; and
- Council's need to ensure the amenity of municipality neighbourhoods and public spaces.

The Council Officer will at all times be guided by Council's overarching governance obligation under the *Local Government Act 2020* (Vic) to ensure that Council achieves the best outcomes for the Glen Eira community.

7.6 The Council Officer must advise the dog owner in writing that they have seven (7) days from the date of receipt of the letter of notification within which to make written submissions to Council.

7.7 The Council Officer must consider any written submissions received from the dog owner when deciding whether to exercise their power under section 84P of the Act to destroy the dog seized under Part 7A of the Act.

7.8 The Council Officer must notify the dog owner in writing of their decision and the reasons for the decision.

7.9 If, following the review process set out in paragraphs 7.2 to 7.8 above, the Council Officer determines to destroy the dog, the dog must be destroyed humanely no earlier than 14 days after the date of the notification referred to in paragraph .7.8.

8. LEGISLATIVE COMPLIANCE

This policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

9. ASSOCIATED COUNCIL DOCUMENTS

- Domestic Animal Management Plan 2026-2029
- Impounding Animals Policy
- Legislative Compliance Policy
- Community Safety Plan 2022-2025

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- Community Local Law 2019

10. EXTERNAL REFERENCE/RESOURCE

- *Charter of Human Rights and Responsibilities 2006* (Vic)
- *Local Government Act 2020* (Vic)
- *Domestic Animals Act 1994* (Vic)

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GLEN EIRA CITY COUNCIL

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 2421
Caulfield Junction, VIC 3161

Phone: (03) 9524 3333

mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

10.8 SCHOOL CROSSING SUPERVISORS POLICY PARKING INFRINGEMENT APPEAL POLICY PATROLLING OF GREEN TRAFFIC SIGNS POLICY

Author: *Brooke Ranken, Manager Community Safety and Compliance*

Director: *Rosa Zouzoulas, Director Planning and Place*

Trim No: *26/1244957*

Attachments:
1. *CURRENT School Crossing Supervisors Policy* ⇩
2. *CURRENT Parking Infringement Appeal Policy* ⇩
3. *CURRENT Patrolling of Green Traffic Signs Policy* ⇩

EXECUTIVE SUMMARY

As part of Council's ongoing policy review program and commitment to maintaining a contemporary and effective governance framework, a review has been undertaken of the School Crossing Supervisors Policy, Parking Infringement Appeal Policy and Patrolling of Green Traffic Signs Policy.

The review assessed whether the policies continue to provide strategic direction, governance value and operational guidance beyond existing legislative, regulatory and operational frameworks.

The review found that:

- the School Crossing Supervisors Policy primarily describes operational service delivery arrangements and Victorian Government funding requirements;
- the Parking Infringement Appeal Policy largely duplicates legislative requirements prescribed under the *Infringements Act 2006* and provides limited additional guidance to Authorised Officers;
- the Patrolling of Green Traffic Signs Policy largely replicates legislative requirements and operational practices relating to parking enforcement and is not required by legislation.

Revoking the policies will streamline Council's policy framework by reducing duplication and ensuring Council policies remain focused on matters requiring strategic direction and governance oversight, while maintaining all existing services, statutory obligations and operational practices.

RECOMMENDATION

That Council:

1. Notes the outcomes of the reviews of the:
   a) School Crossing Supervisors Policy;
   b) Parking Infringement Appeal Policy; and
   c) Patrolling of Green Traffic Signs Policy.

2. Notes that the Risk, Governance and Planning Committee, at its meeting held on 1 September 2026, supported the recommendation that the policies be revoked.

3. Revokes the:

a) School Crossing Supervisors Policy;
b) Parking Infringement Appeal Policy; and
c) Patrolling of Green Traffic Signs Policy.

BACKGROUND

Council maintains a policy framework to support good governance, legislative compliance and effective service delivery.

As part of Council's policy review program, three Community Safety and Compliance policies due for review in 2026 were assessed to determine whether they continue to provide strategic, governance or operational value:

- School Crossing Supervisors Policy;
- Parking Infringement Appeal Policy; and
- Patrolling of Green Traffic Signs Policy.

The review considered the purpose of each policy, the extent to which the matters addressed are already governed through legislation, regulations, State Government requirements, operational procedures or business practices, and whether the policies remain necessary within Council's governance framework.

ISSUES AND DISCUSSION

The review found that the matters addressed within each policy are more appropriately governed through legislation, operational procedures, Victorian Government requirements and established business practices.

School Crossing Supervisors Policy

The School Crossing Supervisors Policy outlines Council's role in delivering school crossing supervision services and describes Victorian Government funding arrangements and eligibility criteria for supervised crossings.

The review found that the policy primarily documents operational arrangements rather than establishing strategic direction or governance principles. School crossing supervision services are administered through legislation, State Government funding requirements, employment arrangements and operational procedures.

Revocation of the policy will not affect the provision of school crossing supervision services or Council's ongoing commitment to pedestrian safety near schools.

Parking Infringement Appeal Policy

The Parking Infringement Appeal Policy was established to provide guidance regarding Council's internal review processes for parking infringement notices.

The review identified that the policy largely duplicates legislative requirements contained within the *Infringements Act 2006*, including grounds for review, review application requirements, statutory timeframes and available review outcomes. Authorised Officers are trained to assess applications in accordance with the legislation and established internal procedures, resulting in the policy providing limited additional governance or operational value.

The legal review recommended revocation of the policy, subject to Council continuing to provide clear and accessible information regarding review rights, including ‘special circumstances’ and ‘exceptional circumstances,’ through its website and other public information channels.

Patrolling of Green Traffic Signs Policy

The Patrolling of Green Traffic Signs Policy primarily addresses operational parking enforcement activities, including grace periods for time-restricted parking bays and enforcement practices available to Authorised Officers.

Council's parking enforcement activities are governed through the *Infringements Act 2006*, *Road Safety Act 1986*, Road Safety Road Rules 2017, Authorised Officer delegations and operational procedures. The policy largely replicates these existing legislative and operational frameworks.

The review found there is no legislative requirement for Council to maintain a standalone policy on this matter. Benchmarking undertaken as part of the review also identified that comparable Victorian Councils generally do not maintain an equivalent policy.

Revocation of the policy will not alter Council's enforcement powers, operational practices or statutory obligations.

Contemporary Policy Framework

Council's policy framework is most effective when policies are reserved for matters requiring strategic direction, governance oversight or the establishment of Council positions.

The review determined that the three policies under consideration are operational or legislative in nature and do not establish unique policy positions that cannot be administered through legislation, procedures or business practices. Revoking the policies will reduce duplication, simplify Council's governance framework and support contemporary policy management practices.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no direct Climate Emergency Response Strategy implications associated with the proposed revocation of these policies.

The recommendations relate to Council's governance framework and will not impact Council's climate commitments, environmental programs or sustainability initiatives.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

There are no significant financial implications associated with the proposed revocations.

The reviews identified low governance, operational, legal and reputational risks because relevant legislative requirements, delegations, procedures and operational controls will remain in place. Parking infringement review processes will continue to operate in accordance with the *Infringements Act 2006*, while school crossing supervision services and parking enforcement activities will continue under their existing legislative and operational frameworks.

Minor administrative efficiencies may be achieved through reduced policy maintenance, review and governance requirements.

No asset management implications have been identified.

POLICY AND LEGISLATIVE IMPLICATIONS

The reviews determined that the matters addressed by the policies are appropriately governed through legislation, regulations, operational procedures, Victorian Government requirements and established business practices.

Relevant legislation includes:

- *Infringements Act 2006*;

- *Road Safety Act 1986*;
- Road Safety Road Rules 2017 (Vic);
- *Local Government Act 2020*; and
- *Charter of Human Rights and Responsibilities Act 2006* (Vic).

Revocation of the policies will not alter Council's statutory obligations, delegated powers, service delivery responsibilities or compliance requirements.

COMMUNICATION AND ENGAGEMENT

Consultation was undertaken as part of the review process with relevant internal stakeholders, including officers from Community Safety and Compliance, Parking and Safety, Legal and Governance, and Community Wellbeing. All officers consulted supported the recommendation to revoke the policies.

Should Council resolve to revoke the policies, any required updates to governance registers, operational documentation and public information will be completed administratively.

LINK TO COUNCIL PLAN

Strategic Direction 1: Community Safety, Cohesion, Health and Wellbeing

Our community feels safer

The proposed revocation of the policies supports effective governance and continuous improvement while ensuring that Council's community safety services, parking enforcement functions and school crossing supervision services continue to operate effectively and in accordance with legislative requirements.

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

A review of the School Crossing Supervisors Policy, Parking Infringement Appeal Policy and Patrolling of Green Traffic Signs Policy has determined that the policies no longer provide sufficient strategic, governance or operational value to warrant their retention.

The matters addressed by the policies are appropriately governed through legislation, regulations, operational procedures, funding arrangements and existing business practices. Revocation will streamline Council's policy framework, reduce duplication and support more effective governance while maintaining all existing services, responsibilities and statutory obligations.

It is therefore recommended that Council revoke the School Crossing Supervisors Policy, Parking Infringement Appeal Policy and Patrolling of Green Traffic Signs Policy.

School Crossing Supervisors Policy

Date first adopted:	April 2003
Dates amended:	May 2022
Next review date:	May 2026
Position title of responsible business unit Manager:	Manager Community Safety and Compliance
Approved by:	Council
Internal external or both:	Both

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1. TITLE

School Crossing Supervisors Policy

2. OBJECTIVE

The objective of this policy is to:

- Provide pedestrian safety (predominantly school children) at schools through the provision of school crossing supervisors at locations that meet State Government eligibility criteria.

3. BACKGROUND

Since 1975 the State Government has provided funding to municipalities for school crossing supervisors at eligible locations.

The current criteria for State Government funding are:

- Primary School – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 100) exceeds 5,000.
- Secondary School – where the number of children (minimum 20) multiplied by the number of vehicles in the hour (minimum 250) exceeds 25,000.
- Pedestrian Operated Signals – more than 20 primary school children per hour.
- Other Crossings – where Council determines a need for supervision on account of special needs (e.g. Children with disabilities) or other factors affecting safety, such as excessive vehicle speed, road geometry, limited sight distance, volume of heavy vehicles or road width.

4. SCOPE

Councils must make an application annually for State Government approval and must demonstrate compliance with eligibility criteria through annual pedestrian and traffic surveys.

The available State Government funding is apportioned across all the eligible locations in the State. The State Government funding has generally represented less than 50% of the cost of employing a school crossing supervisor and Councils have had to fund this shortfall.

5. POLICY

Council is responsible for all school crossing supervisors that service the municipality which consist of permanent part-time and casual employees. Council holds a membership with School Crossings Victoria and partakes in regional meetings to collaborate across the sector.

School Crossing Supervisors are provided at prominent locations within close proximity of primary and secondary schools based on criteria set by the State Government. Council is also in partnership with the State Government for partial funding.

6. HUMAN RIGHTS CHARTER COMPATIBILITY

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

7. ASSOCIATED INTERNAL DOCUMENTS

- Glen Eira *Council Community Safety Plan 2018-2022*
- *Council's Child Safe Policy*
- *Working in Extreme Weather Policy*

8. EXTERNAL REFERENCES/RESOURCES

- Road Safety Act 1986
- Road Safety Road Rules 2017

Parking Infringement Appeal Policy

Date first adopted:	April 2003
Dates amended:	May 2022
Next review date:	May 2026
Position title of responsible business unit Manager:	Manager Community Safety and Compliance
Approved by:	Council
Internal external or both:	Both

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1. TITLE

Parking Infringement Appeal Policy.

2. OBJECTIVES

The objectives of this Policy are to provide consistent, fair and transparent criteria for reviewing parking infringement notices under the Victorian *Infringements Act 2006* (the Act).

3. BACKGROUND

In accordance with the Act, Council has a legislative obligation to ensure it has a fair, equitable and transparent infringement processing system in place when an 'application for internal review' is received in relation to Parking Infringement Notices.

4. SCOPE

An Instrument of Appointment and Authorisation issued under section 224 of the *Local Government Act 1989* and appoints an Officer to be an Authorised Officer duly authorised to serve or cause to be served parking infringement notices pursuant to section 87(1A) and section 87(1B)(c) of the *Road Safety Act 1986*.

The recipient of the parking infringement notice has the right to lodge an 'application for internal review' of the decision to serve the infringement notice. This policy applies to the infringement processing system in relation to parking infringement notices.

5. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Authorised Officer	means a person appointed as an authorised officer under section 224 of the *Local Government Act 198*9
Council	means Glen Eira City Council.
municipality	means the district under the local government of Council.
Policy	means the issuing of parking infringement notices
infringement notice	means a notice in respect of an infringement offence served or to be serviced in accordance with Part 2 of the *Infringements Act 2006.*
penalty reminder notice	means a notice served under section 29 the *Infringements Act 2006.*
Official Warning	means a warning in respect of an infringement offence served in accordance with Part 2 of the *Infringements Act 2006.*

6. POLICY

The exercise of cautioning and withdrawal of parking infringement notices shall be done in accordance with the *Infringements Act 2006.*

If the applicant believes the decision to issue the parking infringement notice was contrary to law, involved a mistake of identity, special circumstances or the conduct in which the infringement notice was served should be excused having regard to any exceptional circumstances relating to the infringement notice, they can lodge an 'application for internal review.'

In accordance with section 22 of the *Infringements Act 2006* an 'application for internal review' adhere to the following requirements:

- must be in writing
- must state the grounds on which the decision should be reviewed
- must provide the applicants current address for service of the notice of the outcome of the decision
- may only be made once in relation to any one infringement offence in respect of the applicant.

Upon receipt of the application, Council's Appeal Officer will review the decision to serve the parking infringement notice in accordance with Council's Internal Review Guidelines.

7. APPLICATION FOR INTERNAL REVIEW PROCESS

Once an 'application for internal review' is received, Council must do the following in accordance with the Act:

- conduct a review
- suspend any proceedings until the review is complete
- send the applicant the outcome of the review
- ensure the review is conducted by a person who was not part of the decision to issue the infringement notice
- Upon receipt of the application, review the application within 90 days

Council has the following options available in terms of the outcome of the 'application for internal review':

- confirm the decision to serve an infringement notice
- withdraw the infringement notice and serve an official warning in place of the infringement notice
- withdraw the infringement notice
- withdraw the infringement notice and refer the matter to the Court.
- in the case of an infringement offence involving additional steps, alter or vary those steps provided the alteration or variation is consistent with the Act or other instrument establishing the offence
- waive all or any penalty reminder notice fees
- approve a payment plan

8. HUMAN RIGHTS CHARTER COMPATIABILITY

This Policy has been assessed as compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic).

9. ASSOCIATED INTERNAL DOCUMENTS

- Glen Eira *Council Community Safety Plan 2018-2022*
- Council's *Internal Review Guidelines*

10. EXTERNAL REFERENCES/RESOURCES

- *Local Government Act 2020*
- *Road Safety Act 1986*
- *Road Safety Road Rules 2017 (Vic)*
- Information Protection Agreement – VicRoads (Department of Transport)
- Regulation 5 of the *Road Safety (Traffic Management) Regulations 2019*

Patrolling of Green Traffic Signs Policy

Date first adopted:	April 2003
Dates amended:	May 2022
Next review date:	May 2026
Position title of responsible business unit Manager:	Manager Community Safety and Compliance
Approved by:	Council
Internal external or both:	Both

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1. TITLE

Patrolling of Green Traffic Signs Policy.

2. OBJECTIVES

The objectives of this Policy are to:

- ensure the viability of commercial centres by rotation of vehicles using public car spaces to ensure turnover of traffic and promote equity in terms of the use of the parking bays.
- ensure a consistent and reasonable approach to enforcement of time restricted parking bays.
- ensure that when Authorised Officers from the Parking and Safety team administer enforcement duties, they comply with statutory requirements.
- balance the needs of residents and the wider community while applying Councils guiding values and principle of *reasonable laws, reasonably enforced*.

3. BACKGROUND

Council's *Community Safety Plan 2018-2022* works with key partners to progress safety in the community by encouraging connections in neighbourhoods and creating support linkages that foster a sense of belonging and safety.

"Green" traffic signs refer to restricted parking or time stipulated conditions. There is an important distinction is made between "green" signs and "red" signs, which are safety related. Green signs are introduced and regulated to ensure a fair and equitable turnover of carparking opportunities for the benefit of shoppers and ultimately for the economic benefit of shop keepers.

For a red sign (safety focussed signage) for example, a "No Stopping" sign if the wheels of a car stop for a split second an offence has been committed. Time is not as critical for green signs; hence a period of grace is given for restricted parking bays.

For example, for one-hour restricted parking bay a 5-minute 'grace period' is given. In effect this means a person can park for 65 minutes before they run the risk of being issued with an infringement notice. The 'grace period' applies to all green signs be a ticket machine controlled or controlled by chalking tyres as is done where there are no parking ticket machines.

Council as an enforcement agency provides delegated authority to Authorised Officers who administer powers pursuant to the following legislation:

- the *Infringements Act 2006*
- the *Local Government Act 1989*
- the *Road Safety Act 1986*
- *the Road Safety Road Rules 2017 (Vic)*; and
- regulation 5 of the *Road Safety (Traffic Management) Regulations 2019.*

4. SCOPE

An *Instrument of Appointment and Authorisation* issued under section 224 of the *Local Government Act 1989* and appoints an Officer to be an Authorised Officer duly authorised to serve or cause to be served parking infringement notices pursuant to section 87(1A) and section 87(1B)(c) of the *Road Safety Act 1986.*

This Policy applies to the patrolling of green traffic signs and associated enforcement action.

5. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Authorised Officer	means a person appointed as an authorised officer under the section 224 of the *Local Government Act 198*9
Council	means Glen Eira City Council.
municipality	means the district under the local government of Council.
Policy	means the Patrolling of Green Traffic Signs Policy

6. POLICY

Council's Authorised Officers will do the following in accordance with this Policy and their legislative powers, as follows:

- ensure the following 'grace periods' (minutes below) are provided to motorists who park in restricted parking bays throughout the municipality:
  - ¼, ½ and 1 hour parking – 5 minutes
  - 2, 3, 4 & 5 hour parking – 10 minutes

7. ENFORCEMENT

Enforcement of this Policy will be undertaken in accordance Council's enforcement procedure and the *Infringements Act 2006.*

Other enforcement options available to Authorised Officers are as follows:

- issuing a Verbal Direction;
- an Official Warning; or
- charges with the Magistrates' Court

8. HUMAN RIGHTS CHARTER COMPATIBILITY

This Policy has been assessed as compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic).

9. ASSOCIATED INTERNAL DOCUMENTS

- Glen Eira *Council Community Safety Plan 2018-2022*

10. EXTERNAL REFERENCES/RESOURCES

- *Local Government Act 2020* (Vic)
- *Infringements Act 2006*
- *Road Safety Act 1986*
- *Road Safety Road Rules 2017 (Vic)*; and
- regulation 5 of the *Road Safety (Traffic Management) Regulations 2019.*

10.9 COUNCILLOR GIFT POLICY

Author: *Joanne McKay, Coordinator Legal and Governance*

Director: *Kellie Vise, Director Customer and Corporate Affairs*

Trim No: *26/1248627*

Attachments: *1. Councillor Gift Policy ⇩*
2. Councillor Gift Policy - Tracked changes ⇩

EXECUTIVE SUMMARY

The Councillor Gift Policy (the Policy) has been reviewed to improve clarity and usability for Councillors in relation to their obligations when offered gifts, benefits and hospitality. There are no substantial changes proposed to the existing policy framework or legislative requirements. Proposed updates focus on providing clearer guidance on what must be declared, particularly in relation to hospitality, and simplifying the policy to assist Councillors in understanding and complying with their obligations.

The proposed amendments provide clearer definitions, practical examples and additional guidance to support consistent decision making, transparency and compliance with Councillors' disclosure obligations.

The revised Policy reinforces that decisions regarding the acceptance or refusal of gifts are the responsibility of individual Councillors, consistent with the governance framework established under the Local Government Act 2020. Transparency and accountability will continue to be maintained through the requirement to declare gifts, benefits and hospitality and record them in Council's Gift Register.

RECOMMENDATION

That Council adopts the revised Councillor Gift Policy (attachment 1 of this report).

BACKGROUND

Council adopted the Councillor Gift Policy in April 2021 to provide guidance regarding the acceptance, declaration and recording of gifts, benefits and hospitality offered to Councillors. The policy was most recently updated in March 2026. The policy also supports compliance with section 138 of the Local Government Act 2020.

As part of Council's ongoing policy review program, the Policy has been reviewed to ensure it remains contemporary, practical and easy to apply.

The review was informed by feedback that aspects of the Policy, particularly in relation to hospitality, would benefit from clearer guidance about what must be declared and recorded.

ISSUES AND DISCUSSION

The review was undertaken with the objective of improving clarity and practical application of the Policy while maintaining compliance with legislative requirements. The review does not propose any significant changes to Council's approach to gifts, benefits and hospitality.

The proposed amendments include:

- clarification of the distinction between gifts, benefits and hospitality;
- improved guidance regarding reasonable and unreasonable hospitality;

- minor administrative and drafting amendments to improve readability and consistency throughout the policy; and
- clarification of gift declaration requirements and processes.

The proposed changes provide clearer criteria to assist Councillors in determining whether hospitality is reasonable and includes practical examples of both reasonable and unreasonable hospitality to support consistent decision-making regarding declarations.

The review also removes the requirement for Councillors to obtain Chief Executive Officer approval before retaining certain non-token gifts. The previous requirement created an additional administrative step which could imply that responsibility for accepting a gift rested with the Chief Executive Officer rather than the individual Councillor.

The revised Policy reflects the governance framework established by the *Local Government Act 2020*, which places responsibility on Councillors to manage conflicts of interest, comply with disclosure obligations and exercise appropriate judgement regarding gifts, benefits and hospitality. The amendments reinforce that these responsibilities sit with individual Councillors while ensuring transparency is maintained through declaration and reporting requirements.

The following documents are attached to this report to show the proposed changes:

- Attachment 1 – Councillor Gift Policy - proposed updated Policy
- Attachment 2 – Councillor Gift Policy - tracked changes version showing amendments to the existing Policy.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The proposed amendments do not have any direct implications for Council's Climate Emergency Response Strategy.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The proposed amendments have no direct financial implications for Council. The Policy will continue to be administered within existing resources.

The amendments reduce compliance and reputational risk by providing clearer guidance regarding gifts, benefits and hospitality and assisting Councillors to consistently meet their disclosure obligations. Clearer guidance also reduces the risk of inconsistent decision making or under-reporting, particularly in relation to hospitality, and supports transparency, accountability and public confidence in Council’s governance processes.

POLICY AND LEGISLATIVE IMPLICATIONS

The draft Policy supports Council's obligations under the Local Government Act 2020, including the requirement to maintain a Gift Register and record prescribed information relating to gifts, benefits and hospitality offered to or received by Councillors.

The amendments do not alter legislative obligations but provide additional guidance to assist Councillors in understanding and complying with those obligations.

The draft Policy has been assessed as compatible with the *Charter of Human Rights and Responsibilities Act 2006*. A Gender Impact Assessment is not required for this policy review.

COMMUNICATION AND ENGAGEMENT

The draft Policy was developed through internal consultation with officers and Councillors to ensure the amendments are practical, clear and aligned with Council's governance obligations.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability
Our community has trust and confidence in our decisions

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The Councillor Gift Policy has been reviewed to improve clarity, consistency and ease of application. The proposed amendments provide clearer guidance regarding gifts, benefits and hospitality, particularly hospitality, and reinforce Councillors' individual responsibility for determining whether acceptance of a gift is appropriate.

The proposed amendments do not substantially alter existing policy settings or legislative obligations. The changes improve the practical operation of the Policy while continuing to support transparency, accountability and good governance.

GLEN EIRA CITY COUNCIL

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GLEN EIRA CITY COUNCIL

Councillor Gift Policy

Date first adopted:	**6 April 2021**
Date last amended:	**6 October 2026**
Next review date:	**17 March 2030**
Policy Owner:	**Manager Legal, Risk and Governance**
Approved by:	**Council**
Policy Category:	**Category 1 Policy–Mandatory Council Policy**

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1. TITLE

Councillor Gift Policy

2. OBJECTIVES

The objectives of the policy are to:

a) provide guidance and transparency on the acceptance and declaration of any gifts or benefits offered to or received by Councillors;

b) maintain high levels of integrity and public trust by avoiding potential, actual and perceived conflicts of interest, and reducing opportunities for fraud and corruption; and

c) ensure compliance with section 138 of the *Local Government Act 2020* by maintaining a gift register and any other matters prescribed by the regulations under the *Local Government (Governance and Integrity) Regulations 2020*.

3. SCOPE

3.1. This Policy applies to any gifts, benefits or hospitality offered or made to Councillors in connection with their role as a Councillor.

3.2. This policy does not apply to:

(a) election campaign donations which are made in accordance with Division 10 of the Act.

(b) gifts Councillors receive from Council (e.g. a Mayoral album presented at the end of a Mayoral term).

(c) a souvenir Councillors receive from a person or company given at an event or conference for which a fee was paid to attend (e.g. pens, mugs, keyrings etc.)

(d) attendance at public events that are free of charge to attend.

(e) attendance at events where the Council or Councilor has funded their attendance.

(f) attendance at events where the Councillor is engaged to present or facilitate and their reasonable expenses in attending in that capacity are covered by the event organiser.

4. DEFINITIONS

Term	Meaning
Act	The *Local Government Act 2020*.
Anonymous Gifts	A gift given to a Councillor by a person whose name and address are unknown to them.
Benefit	Benefits can take many forms and are often non-tangible but can be used to influence behaviour due to their real or perceived value to the Councillor. Includes preferential treatment, privileged access, or other advantage offered to an individual, such as access to discounts, fast-tracked approval processes, loyalty

	programs and invitations to sporting, cultural or social events.
Bribe	An offer of money, items that can be converted into money,or other inducement made with the intention to corruptly influence a Councillor, officer or Council contractor in the performance of their duties. Bribery or attempted bribery of a public official is a criminal offence.

Term	Meaning
Conflict of Interest	Any: • general conflict of interest within the meaning of section 127 of the Act; or • material conflict of interest within the meaning of section 128 of the Act. A conflict of interest may be: • Actual: There is a real conflict between a Councillor's public duties and private interests. • Potential: A Councillor has private interests that could conflict with their public duties. This refers to circumstances where it is foreseeable that a conflict may arise in future and steps should be taken now to mitigate that future risk. • Perceived: The public or a third party could reasonably form the view that a Councillor's private interests could improperly influence their decisions or actions, now or in the future.
Gift	As defined in section 3 of the Act: • any disposition of property otherwise than by will, made by a person or entity to another person without consideration in money or money's worth or with inadequate consideration, including – (a) the provision of a service (other than volunteer labour); and (b) the payment of an amount in respect of a guarantee; and (c) the making of a payment or contribution at a fundraising function.
Gift declaration form	The Council form to be completed by Councillors to declare gifts, benefits and hospitality and which is available from Councillor Business and the Councillor Portal.
Gift disclosure threshold	$500 or a higher amount or value prescribed by the *Local Government (Governance and Integrity) Regulations 2020*.

Gift Register	A register maintained by Councillor Business which records details prescribed by the Act and regulations of Gifts, benefits and hospitality offered to or received by Councillors.
Hospitality	The provision or sponsorship of food, drink, refreshments, entertainment, travel, accommodation or similar benefits provided to a Councillor by another person or organisation.

Term	Meaning
Legitimate business purpose	A purpose which furthers the conduct of Council's official business, or promotes and supports Council's goals, policy objectives and priorities, and may include: • expressing goodwill for official or ceremonial purposes; • commemorating a significant occasion; • facilitating the development of business relationships; • furthering Council's business outcomes; • contributing to staff development and wellbeing and workplace satisfaction; and/or • celebrating Council's achievements.
Token Gift	A gift, benefit or hospitality with a value up to and including $50 that is unlikely to influence or be reasonably perceived as influencing the decision-making of a Councillor (as perceived by a reasonable person). If the combined total value of token gift offers in the past 12 months from the same individual or organisation exceeds $50 then it becomes a non-token gift.

5. POLICY

5.1. Minimum commitments

Councillors commit to:

5.1.1. Complying with all legislative and Council policy obligations in relation to gifts, benefits and hospitality.

5.1.2. Not soliciting, demanding, or requesting gifts or any personal benefit for themselves or another person by virtue of their position as a Councillor.

5.1.3. Not accepting gifts, benefits or hospitality that are given with the expectation of favourable treatment, or the perception of favourable treatment.

5.1.4. Not accepting gifts, benefits or hospitality that are likely to influence,

or be perceived to influence, the Councillor or that give rise to a conflict of interest or perceived conflict of interest.

5.2. Prohibited Gifts, benefits and hospitality

Councillors must not accept any of the following:

(a) Anonymous Gifts

(b) Bribes

(c) Unreasonable Hospitality

(d) Award Points - Councillors must not obtain any form of award points for personal use in connection with any Council related activity

(e) Bequests/Wills - Any bequests to Councillors resulting from their position with Council must be declined. An item that cannot be returned to the estate, must be donated to a registered charitable institution in the name of the donor

(f) Free or significantly reduced accommodation or travel

(g) Door prizes at events (paid for by Council) when attending in their role as a Councillor (e.g. mobile phones, iPads)

(h) All offers from a current or prospective supplier, or any offer made during a procurement or tender process by a person or organization involved in the process

GIFTS

5.3. Token Gifts

5.3.1. A token gift is a gift that is offered as a courtesy or is of inconsequential or trivial value of both the person making the offer and the person receiving it.

5.3.2. To be considered a token gift, it must be under the value of $50.

5.3.3. If the combined total value of gifts offered in the past 12 months from the same individual or organisation exceeds $50 then it becomes a non-token gift.

5.3.4. Any gift above $50 is considered a non-token gift (see 5.4 below).

5.3.5. Whilst not encouraged, Councillors may accept offers of Token gifts if the acceptance will not create a conflict of interest (or perceived conflict of interest) or lead to reputational damage to Council.

5.3.6. All token gifts must be recorded in the Gift Register.

5.4. Non-Token Gifts

5.4.1. A non-token gift is a gift offered with a value of more than $50.

5.4.2. If a Councillor is offered a non-token gift, the Councillor should politely decline it in the first instance.

5.4.3. Where a Councillor is not in a position to decline the offer of the gift (for

example where declining the gift would cause embarrassment to the Council or Councillor, or where there is a legitimate business purpose in accepting the gift) the Councillor must:

(a) consider whether the offer could be perceived as influencing them, or could actually influence them in performing their duties, or lead to reputational damage to the office of Councillor or to the Council;

(b) be aware that the more valuable the offer, the more likely that an actual, potential or perceived conflict of interest or reputational risk exists; and

(c) use the GIFT table below to help assess whether acceptance is appropriate.

G	**Giver**	**Who is providing the gift, benefit or hospitality and what is their relationship to me?** Does my role require me to select contractors, award grants, regulate industries or determine policies? Could the person or organisation benefit from a decision I make?
I	**Influence**	**Are they seeking to gain an advantage or influence my decisions or actions?** Has the gift, benefit or hospitality been offered to me publicly or privately? Is it a courtesy or a token of appreciation or valuable non-token offer? Does its timing coincide with a decision I am about to make?
F	**Favour**	**Are they seeking a favour in return for the gift, benefit or hospitality?** Has the gift, benefit or hospitality been offered honestly? Has the person or organisation made several offers over the last 12 months? Would accepting it create an obligation to return a favour?
T	**Trust**	**Would accepting the gift, benefit or hospitality diminish public trust?** How would the public view acceptance of this gift, benefit or hospitality? What would my colleagues, family, friends or associates think?

5.4.4 All non-token gifts must be recorded in the Gift Register

5.5. Anonymous Gifts

5.5.1. It is an offence under section 137 of the Act for Councillors to accept anonymous gifts, directly or indirectly, above the gift disclosure threshold, unless:

(a) the Councillor knows of or is given the name and address of the person making the gift; and

(b) the Councillor reasonably believes that the name and address provided are true.

5.5.2. If, for any reason, a Councillor finds themselves in possession of a gift without knowing the name and address of the person, the Councillor must report the anonymous gift to the Coordinator Council Business and seek advice on its disposal within 30 days to avoid committing an offence.

5.6. Ceremonial Gifts

5.6.1. A ceremonial gift means a gift offered by official delegates or representatives from another non-profit organisation, community organisation or local or international municipality, town or city.

5.6.2. Where non-acceptance of a Ceremonial gift may cause offence or embarrassment, the gift may be accepted on behalf of Council and becomes the property of Council.

5.6.3. A Gift Declaration Form must be completed with full details and entered on the Register

5.6.4. Ceremonial gifts may be given by Council or on behalf of Council.

HOSPITALITY

5.7. Reasonable Hospitality

5.7.1. Councillors may only accept hospitality offered in connection with their role as a Councillor if it is reasonable hospitality.

5.7.2. Hospitality is reasonable if it::

(a) is incidental to the attendance at the event which the Councillor attends in their official capacity;

(b) is not excessive having regard to the circumstances in which it is provided;

(c) is available to all attendees or invited participants; and

(d) does not create a conflict of interest.

5.7.3. Examples of Reasonable Hospitality include:

(a) Tea, coffee, water, sandwiches (or similar light refreshments) at a meeting;

(b) Catering at a conference paid for by Council;

(c) Refreshments at a community event attended in official capacity.

5.7.4. Reasonable Hospitality that is incidental to attendance at an event and otherwise exempt under this policy does not have to be declared or recorded in the Gift Register.

5.8. Unreasonable Hospitality

5.8.1. Unreasonable hospitality is hospitality that:

(a) is likely to influence a Councillor in the course of their duties;

(b) may be perceived by a fair-minded person as influencing a Councillor in the course of their duties; or

5.8.2. (c) gives rise to a conflict of interest.Examples of Unreasonable Hospitality include:

(a) 'fine dining' working lunches at another organisation's premise;

(b) tickets to, or attendance at sporting, musical or entertainment events, whether inside or outside the municipality (excluding local sporting and community events which do not require a ticket and have no entry fee);

(c) accommodation or travel paid for by another person or organisation;

(d) hospitality paid for by a person or entity seeking an approval, permit, consent or other benefit or concession from Council; or

(e) contributions to the above.

5.8.3. Unreasonable hospitality must be declined and declared by being recorded in the Gift Register

5.9. Attempts to Bribe

5.9.1. A Councillor who is offered a gift that they believe is an attempted bribe must refuse the offer and report the attempted bribe in accordance with Council's Fraud and Corruption Policy and Procedure.

5.9.2. Accepting a gift offered with the expectation of preferential treatment may constitute a bribe and may lead to criminal prosecution.

5.10. Conflicts of Interest

5.10.1. Councillors should be mindful that any gift, benefit or hospitality they declare (over a five-year period) for the purpose of Council's Gift, Benefit and Hospitality Register could give rise to an actual, potential or perceived conflict of interest.

5.10.2. A Councillor who has a conflict of interest as a result of receiving a gift or gifts from a person or organisation must disclose the conflict of interest in accordance with the procedures outlined in the Governance Rules.

5.10.3. Councillors should be aware that any gift, benefit or hospitality in the amount of $500 or more received from one source over a five-year period will give rise to a conflict of interest and must be disclosed in their Personal Interest Return in addition to being documented in the Gift Register.

5.11. Gift Forms and Register

5.11.1. Councillors must complete a Gift Declaration Form and submit it to the Councillor Business Team for all gifts received or offered and for any hospitality that is required to be declared under this policy.

5.11.2. Gift Declaration Forms must be submitted within two weeks of an offer or gift being made or received and must be completed whether accepted or declined.

5.11.3. Information from Gift Declaration Forms will be included in the Gift Register, which will be kept by the Coordinator Councillor Business.

5.11.4. In accordance with Council's Public Transparency Policy, the Gift Register will be available on Council's website.

5.11.5. The Gift Declaration Form and the Gift Register will, at a minimum, include:

(a) a description of the gift, benefit or hospitality;

(b) the monetary value of the gift, benefit or hospitality;

(c) the name of the person who gave or offered the gift, benefit or hospitality;

(d) if the gift, benefit or hospitality was given or offered on behalf of another person or body, the name of the other person or body;

(e) the date the gift, benefit or hospitality was offered or received;

(f) the name of the intended recipient of the gift, benefit or hospitality;

(g) whether the gift was accepted or declined or what was done with the gift (e.g. anonymous gift).

5.11.6. The Coordinator Councillor Business may determine that certain information is confidential and protect that information from public disclosure on the basis of legal advice or if required by law.

6. LEGISLATIVE COMPLIANCE

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic).

In line with the *Gender Equality Act 2020* (Vic), a Gender Impact Assessment is not required for this policy.

7. ASSOCIATED COUNCIL DOCUMENTS

Model Councillor Code of Conduct

Public Transparency Policy

Fraud and Corruption Policy

8. EXTERNAL REFERENCES/RESOURCES

IBAC Local Government Integrity Frameworks Review (2019)

Local Government Act 2020 (Vic)

Local Government (Governance and Integrity) Regulations

2020 Local Government Victoria - Conflict of Interest Guides

The Victorian Public Sector Commission - Gifts, benefits and hospitality resource suite

GLEN EIRA
CITY COUNCIL

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

GLEN EIRA CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
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GARDENVALE
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ORMOND
ST KILDA EAST

GLEN EIRA CITY COUNCIL

Councillor Gift Policy

Date first adopted:	**6 April 2021**
Date last amended:	**~~17 March~~xx xxx 2026**
Next review date:	**17 March 2030**
Policy Owner:	**Manager Legal, Risk and Governance**
Approved by:	**Council**
Policy Category:	**Category 1 Policy – Mandatory Council Policy**

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1. TITLE

Councillor Gift Policy

2. OBJECTIVES

The objectives of the policy are to:

a) provide guidance and transparency on the acceptance and declaration of any gifts or benefits offered to or received by Councillors;

b) maintain high levels of integrity and public trust by avoiding potential, actual and perceived conflicts of interest, and reducing opportunities for fraud and corruption; and

c) ensure compliance with section 138 of the *Local Government Act 2020* by maintaining a gift register and any other matters prescribed by the regulations under the *Local Government (Governance and Integrity) Regulations 2020*.

3. SCOPE

3.1. This Policy applies to any gifts, benefits or hospitality offered or made to Councillors in connection with their role as a Councillor.

3.2. This policy does not apply to:

(a) election campaign donations which are made in accordance with Division 10 of the Act.

(b) gifts Councillors receive from Council (e.g. a Mayoral album presented at the end of a Mayoral term).

(c) a souvenir Councillors receive from a person or company given at an event or conference for which a fee was paid to attend (e.g. pens, mugs, keyrings etc.)

(d) attendance at public events that are free of charge to attend.

(e) attendance at events where the Council or Councilor has funded their attendance.

(f) attendance at events where the Councillor is engaged to present or facilitate and their reasonable expenses in attending in that capacity are covered by the event organiser.

4. DEFINITIONS

Term	Meaning
Act	The *Local Government Act 2020*.
Anonymous Gifts	A gift given to a Councillor by a person whose name and address are unknown to them.
Benefit	Benefits can take many forms and are often non-tangible but can be used to influence behaviour due to their real or perceived value to the Councillor. Includes preferential treatment, privileged access, or other advantage offered to an individual, such as access to discounts, fast-tracked approval processes, loyalty programs and invitations to sporting, cultural or social events.
Bribe	An offer of money, items that can be converted into money, or other inducement made with the intention to corruptly influence a Councillor, officer or Council contractor in the

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Term	Meaning
	performance of their duties. Bribery or attempted bribery of a public official is a criminal offence.
Conflict of Interest	Any: • general conflict of interest within the meaning of section 127 of the Act; or • material conflict of interest within the meaning of section 128 of the Act. A conflict of interest may be: • Actual: There is a real conflict between a Councillor's public duties and private interests. • Potential: A Councillor has private interests that could conflict with their public duties. This refers to circumstances where it is foreseeable that a conflict may arise in future and steps should be taken now to mitigate that future risk. • Perceived: The public or a third party could reasonably form the view that a Councillor's private interests could improperly influence their decisions or actions, now or in the future.
Gift	As defined in section 3 of the Act: • any disposition of property otherwise than by will, made by a person or entity to another person without consideration in money or money's worth or with inadequate consideration, including – (a) the provision of a service (other than volunteer labour); and (b) the payment of an amount in respect of a guarantee; and (c) the making of a payment or contribution at a fundraising function.
Gift declaration form	The Council form to be completed by Councillors to declare gifts, benefits and hospitality and which is available from Councillor Business and the Councillor Portal.
Gift disclosure threshold	$500 or a higher amount or value prescribed by the *Local Government (Governance and Integrity) Regulations 2020*.
Gift Register	A register maintained by Councillor Business which records details prescribed by the Act and regulations of Gifts, benefits and hospitality offered to or received by Councillors.
Hospitality	The provision or sponsorship of food, drink, refreshments, entertainment, travel, accommodation or similar benefits provided to a Councillor by another person or

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	organisation.~~travel, accommodation, meals or entertainment or the hosting, reception or~~

Term	Meaning
	~~entertainment of guests, but does not include:~~ • ~~training, learning and development activities;~~ • ~~externally hosted business meetings, site visits or community events which are not for networking purposes;~~ • ~~travel accommodation, meals or entertainment which is paid for by Council or by the person receiving the hospitality; or~~ • ~~modest refreshments which are incidental to business meetings, training, learning and development activities or community events.~~
Legitimate business purpose	A purpose which furthers the conduct of Council's official business, or promotes and supports Council's goals, policy objectives and priorities, and may include: • expressing goodwill for official or ceremonial purposes; • commemorating a significant occasion; • facilitating the development of business relationships; • furthering Council's business outcomes; • contributing to staff development and wellbeing and workplace satisfaction; and/or • celebrating Council's achievements.
Token Gift	A gift, benefit or hospitality with a value up to and including $50 that is unlikely to influence or be reasonably perceived as influencing the decision-making of a Councillor (as perceived by a reasonable person). If the combined total value of token gift offers in the past 12 months from the same individual or organisation exceeds $50 then it becomes a non-token gift.

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5. POLICY

5.1. Minimum commitments

Councillors commit to:

5.1.1. Complying with all legislative and Council policy obligations in relation to gifts, benefits and hospitality.

5.1.2. Not soliciting, demanding, or requesting gifts or any personal benefit for themselves or another person by virtue of their position as a Councillor.

5.1.3. Not accepting gifts, benefits or hospitality that are given with the expectation of favourable treatment, or the perception of favourable treatment.

5.1.4. Not accepting gifts, benefits or hospitality that are likely to influence,

or be perceived to influence, the Councillor or that give rise to a conflict of interest or perceived conflict of interest.

5.2. Prohibited Gifts, benefits and hospitality

Councillors must not accept any of the following:

(a) Anonymous Gifts

(b) Bribes

(c) Unreasonable Hospitality

(d) Award Points - Councillors must not obtain any form of award points for personal use in connection with any Council related activity

(e) Bequests/Wills - Any bequests to Councillors resulting from their position with Council must be declined. An item that cannot be returned to the estate, must be donated to a registered charitable institution in the name of the donor

(f) Free or significantly reduced accommodation or travel

(g) Door prizes at events (paid for by Council) when attending in their role as a Councillor (e.g. mobile phones, iPads)

(h) All offers from a current or prospective supplier, or any offer made during a procurement or tender process by a person or organization involved in the process

GIFTS

5.3. Token Gifts

5.3.1. A token gift is a gift that is offered as a courtesy or is of inconsequential or trivial value of both the person making the offer and the person receiving it.

5.3.2. To be considered a token gift, it must be under the value of $50.

5.3.3. If the combined total value of gifts offered in the past 12 months from the same individual or organisation exceeds $50 then it becomes a non-token gift.

5.3.4. Any gift above $50 is considered a non-token gift (see 5.4 below).

5.3.5. Whilst not encouraged, Councillors may accept offers of Token gifts if the acceptance will not create a conflict of interest (or perceived conflict of interest) or lead to reputational damage to Council.

5.3.6. All token gifts must be recorded in the Gift Register.

5.4. Non-Token Gifts

5.4.1. A non-token gift is a gift offered with a value of more than $50.

5.4.2. If a Councillor is offered a non-token gift, the Councillor should politely decline it in the first instance.

5.4.3. Where a Councillor is not in a position to decline the offer of the gift (for example where declining the gift would cause embarrassment to the Council or Councillor, or where there is a legitimate business purpose in accepting the gift) the Councillor must:

(a) consider whether the offer could be perceived as influencing them, or could actually influence them in performing their duties, or lead to reputational damage to the office of Councillor or to the Council;

(b) be aware that the more valuable the offer, the more likely that an actual, potential or perceived conflict of interest or reputational risk exists; and

~~(c) seek the prior written approval of the Chief Executive Officer to keep the gift; and~~

~~(d)~~(c) use the GIFT table below to help assess whether acceptance is appropriate.

G	**Giver**	**Who is providing the gift, benefit or hospitality and what is their relationship to me?** Does my role require me to select contractors, award grants, regulate industries or determine policies? Could the person or organisation benefit from a decision I make?
I	**Influence**	**Are they seeking to gain an advantage or influence my decisions or actions?** Has the gift, benefit or hospitality been offered to me publicly or privately? Is it a courtesy or a token of appreciation or valuable non-token offer? Does its timing coincide with a decision I am about to make?
F	**Favour**	**Are they seeking a favour in return for the gift, benefit or hospitality?** Has the gift, benefit or hospitality been offered honestly? Has the person or organisation made several offers over the last 12 months? Would accepting it create an obligation to return a favour?
T	**Trust**	**Would accepting the gift, benefit or hospitality diminish public trust?** How would the public view acceptance of this gift, benefit or hospitality? What would my colleagues, family, friends or associates think?

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5.4.4 All non-token gifts must be recorded in the Gift Register

5.5. Anonymous Gifts

5.5.1. It is an offence under section 137 of the Act for Councillors to accept anonymous gifts, directly or indirectly, above the gift disclosure threshold, unless:

(a) the Councillor knows of or is given the name and address of the person making the gift; and

(b) the Councillor reasonably believes that the name and address provided are true.

5.5.2. If, for any reason, a Councillor finds themselves in possession of a gift without knowing the name and address of the person, the Councillor must report the anonymous gift to the Coordinator Council Business and seek advice on its disposal within 30 days to avoid committing an offence.

5.6. Ceremonial Gifts

5.6.1. A ceremonial gift means a gift offered by official delegates or representatives from another non-profit organisation, community organisation or local or international municipality, town or city.

5.6.2. Where non-acceptance of a Ceremonial gift may cause offence or embarrassment, the

gift may be accepted on behalf of Council and becomes the property of Council.

5.6.3. A Gift Declaration Form must be completed with full details and entered on the Register

5.6.4. Ceremonial gifts may be given by Council or on behalf of Council.

~~5.6.4.~~

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HOSPITALITY

5.7. Reasonable Hospitality

5.7.1. Councillors may only accept hospitality offered in connection with their role as a Councillor if it is rReasonable hHospitality.

5.7.2. ~~Reasonable hHospitality is hospitality which~~Hospitality is reasonable if it: ~~is~~:

~~(a) offered to Councillors in their official capacity or in connection with their role as Councillors;~~

~~(b) is of a standard and type which a reasonable independent person would consider reasonable and not excessive;~~

~~(c) does not give rise to a conflict of interest; and~~

(a) ~~is unlikely to harm the reputation of Council.~~is incidental to the attendance at the event which the Councillor attends in their official capacity;

(b) is not excessive having regard to the circumstances in which it is provided;

(c) is available to all attendees or invited participants; and

(d) does not create a conflict of interest.

5.7.3. Examples of Reasonable Hospitality include:

~~(a) Light refreshments offered at a professional development seminar paid for by Council;~~

~~(b) Light refreshments offered at a State Government information session or meeting attended by Councillors; or~~

(a) ~~Light refreshments offered at a community event where the CouWncillor is attending by invitation and on behalf of Council.~~Tea, coffee, water, sandwiches (or similar light refreshments) at a meeting;

(b) Catering at a conference paid for by Council;

(c) Refreshments at a community event attended in official capacity.

~~(c)~~5.7.4. Reasonable Hospitality that is incidental to attendance at an event and otherwise exempt under this policy does not have to be declared or recorded in the Gift Register.

5.8. Unreasonable Hospitality

5.8.1. Unreasonable hospitality is hospitality that:

(a) is likely to influence a Councillor in the course of their duties;

(b) may be perceived by a fair-minded person as influencing a Councillor in the course of their duties; or

~~5.8.1.~~ (c) gives rise to a conflict of interest.~~Offers of hospitality that are likely to influence a Councillor or be perceived to influence a Councillor in the course of their duties, or that~~

~~raise an actual, perceived or potential conflict of interest must be declined and declared.~~

5.8.2. Examples of Unreasonable Hospitality include:

(a) 'fine dining' working lunches at another organisation's premise;

(b) tickets to, or attendance at sporting, musical or entertainment events, whether inside or outside the municipality (excluding local sporting and community events which do not require a ticket and have no entry fee);

(c) accommodation or travel paid for by another person or organisation;

~~(c)~~(d) hospitality paid for by a person or entity seeking an approval, permit, consent or other benefit or concession from Council; or

(e) contributions to the above.

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~~(d)~~5.8.3. Unreasonable hospitality must be declined and declared by being recorded in the Gift Register

5.9. Attempts to Bribe

5.9.1. A Councillor who is offered a gift that they believe is an attempted bribe must refuse the offer and report the attempted bribe in accordance with Council's Fraud and Corruption Policy and Procedure.

5.9.2. Accepting a gift offered with the expectation of preferential treatment may constitute a bribe and may lead to criminal prosecution.

5.10. Conflicts of Interest

5.10.1. Councillors should be mindful that any gift, benefit or hospitality they declare (over a five-year period) for the purpose of Council's Gift, Benefit and Hospitality Register could give rise to an actual, potential or perceived conflict of interest.

5.10.2. A Councillor who has a conflict of interest as a result of receiving a gift or gifts from a person or organisation must disclose the conflict of interest in accordance with the procedures outlined in the Governance Rules.

5.10.3. Councillors should be aware that any gift, benefit or hospitality in the amount of $500 or more received from one source over a five-year period will give rise to a conflict of interest and must be disclosed in their Personal Interest Return in addition to being documented in the Gift Register.

5.11. Gift Forms and Register

5.11.1. ~~Where indicated in this Policy,~~ Councillors must complete a Gift Declaration Form and ~~provide~~ submit it to ~~Council's Coordinator Councillor Business or the Councillor Business Officer~~the Councillor Business Team for all gifts received or offered and for any hospitality that is required to be declared under this policy.

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~~**5.11.1.** for inclusion in the Gift Register.~~

5.11.2. Gift Declaration Forms must be submitted within two weeks of an offer or gift being made or received and must be completed whether accepted or declined.

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~~**5.11.2.**~~**5.11.3.** Information from Gift Declaration Forms will be included in the Gift Register, which will be kept by the Coordinator Councillor Business.

~~**5.11.3.**~~**5.11.4.** In accordance with Council's Public Transparency Policy, the Gift Register will be available on Council's website.

~~**5.11.4.**~~**5.11.5.** The Gift Declaration Form and the Gift Register will, at a minimum, include:

(a) a description of the gift, benefit or hospitality;

(b) the monetary value of the gift, benefit or hospitality;

(c) the name of the person who gave or offered the gift, benefit or hospitality;

(d) if the gift, benefit or hospitality was given or offered on behalf of another person or body, the name of the other person or body;

(e) the date the gift, benefit or hospitality was offered or received;

(f) the name of the intended recipient of the gift, benefit or hospitality;

(g) whether the gift was accepted or declined or what was done with the gift (e.g. anonymous gift).

~~**5.11.5.**~~**5.11.6.** The Coordinator Councillor Business may determine that certain information is confidential and protect that information from public disclosure on the basis of legal advice or if required by law.

6. LEGISLATIVE COMPLIANCE

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic).

In line with the *Gender Equality Act 2020* (Vic), a Gender Impact Assessment is not required for this policy.

7. ASSOCIATED COUNCIL DOCUMENTS

Model Councillor Code of Conduct

Public Transparency Policy

Fraud and Corruption Policy

8. EXTERNAL REFERENCES/RESOURCES

IBAC Local Government Integrity Frameworks Review (2019)

Local Government Act 2020 (Vic)

Local Government (Governance and Integrity) Regulations 2020

Local Government Victoria - Conflict of Interest Guides

The Victorian Public Sector Commission - Gifts, benefits and hospitality resource suite

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

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

10.10 COUNCILLOR CIVIC SUPPORT AND EXPENSES POLICY

Author: *Joanne McKay, Coordinator Legal and Governance*

Director: *Kellie Vise, Director Customer and Corporate Affairs*

Trim No: *26/1249273*

Attachments: *1. Councillor Civic Support and Expenses Policy ⇩*
2. Councillor Civic Support and Expenses Policy - Tracked ⇩

EXECUTIVE SUMMARY

The Councillor Civic Support and Expenses Policy (the Policy) has been reviewed as part of Council's ongoing policy review program. The review was undertaken to improve clarity, consistency and readability of the Policy, addressing minor drafting and formatting issues, and updating references where required. It also supports Council's continued commitment to providing appropriate support, facilities, resources and reimbursement arrangements to assist Councillors in performing their civic duties.

The proposed amendments are largely administrative with the only major changes relating to the administration of Councillor professional development funding. The revised Policy maintains the existing allocation of up to $24,000 per Councillor over a four-year Council term, subject to Council's budget and financial planning processes, but removes the annual cap, creating greater flexibility for Councillors to access and utilise that allocation across the term. This recognises that professional development opportunities may arise at different points throughout a Council term and supports a more flexible and practical approach to Councillor learning and development.

The review does not otherwise propose any substantive changes to Councillor entitlements, allowances, facilities, resources or expense reimbursement arrangements.

RECOMMENDATION

That Council adopts the revised Councillor Civic Support and Expenses Policy (Attachment 1 to this report).

BACKGROUND

Council is required to maintain a policy governing Councillor support, allowances, facilities, resources and reimbursement of expenses. The Policy provides transparency regarding the support available to Councillors and ensures compliance with the *Local Government Act 2020*.

The Policy was last updated in February 2025 and has recently been reviewed to ensure it remains current, clear and consistent with Council's governance framework.

ISSUES AND DISCUSSION

The review identified a number of opportunities to improve the clarity, consistency and usability of the Policy without fundamentally changing the support provided to Councillors. The majority of amendments relate to drafting, formatting, cross-referencing and administrative improvements to ensure the policy is easier to read, interpret and apply.

A key amendment relates to the administration of Councillor professional development funding.

The current Policy provides a professional development allocation of up to $24,000 per Councillor over a four-year Council term with a fixed amount allocated each year. The proposed amendment retains this overall allocation and expenditure cap but provides greater flexibility by allowing Councillors to access and utilise the allocation across the full Council term, rather than being constrained by an annual allocation. Expenditure remains subject to Council's adopted budget and financial planning processes.

The amendment recognises that opportunities for conferences, seminars, specialist training and professional development do not arise evenly over the course of a Council term. The revised approach provides Councillors with greater flexibility to undertake learning and development opportunities when they are available and most beneficial, while maintaining appropriate oversight through the overall funding cap and Council's existing budget processes.

In addition to this amendment, the review includes:

- updates to formatting, numbering and cross-referencing;
- clarification of existing provisions and administrative processes;
- updates to legislative and policy references; and
- improved consistency of language throughout the document.

The proposed Policy amendments are provided in the attached two documents:

- Attachment 1 – Councillor Civic Support and Expenses Policy - final version for adoption.
- Attachment 2 – Councillor Civic Support and Expenses Policy - tracked changes version showing proposed amendments to the existing policy.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The proposed amendments do not have any direct implications for Council's Climate Emergency Response Strategy.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The proposed amendments do not increase Councillor entitlements or create any additional financial commitment for Council. The overall professional development allocation remains unchanged at up to $24,000 per Councillor over a four-year Council term and remains subject to Council's annual budget and financial planning processes.

The revised professional development arrangements provide greater flexibility in how the approved allocation can be utilised during a Council term and are expected to improve Councillors' ability to access learning and development opportunities relevant to their role.

The Policy continues to support transparent and accountable expenditure of public funds by providing a clear framework for Councillor support, reimbursement and reporting obligations.

The amendments do not introduce any new material risk and maintain existing controls for approval, reporting and oversight of Councillor expenditure. These controls help manage probity, transparency, reputational and budget risks associated with the use of public funds for Councillor support and professional development.

POLICY AND LEGISLATIVE IMPLICATIONS

The Policy supports Council's obligations under the *Local Government Act 2020* relating to Councillor support, facilities, allowances and reimbursement of expenses.

The amendments do not alter Council's legislative obligations. The review has been undertaken to ensure the policy remains current, clear and consistent with contemporary governance requirements and Council practices.

The Policy has been assessed as compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic). In accordance with the *Gender Equality Act 2020* (Vic), a Gender Impact Assessment is not required.

COMMUNICATION AND ENGAGEMENT

The review was undertaken by Council officers in consultation with Councillors to ensure the policy accurately reflects current administrative processes and legislative requirements.

LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability
Our community has trust and confidence in our decisions

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflicts of interest in this matter.

CONCLUSION

The review of the Councillor Civic Support and Expenses Policy improves the clarity, consistency and usability of the document and ensures it continues to reflect current legislative requirements and Council practices.

The amendments are largely administrative with the main proposed change providing greater flexibility in the administration of Councillor professional development funding while maintaining the existing overall allocation, expenditure limits and budget oversight.

The revised Policy supports transparent, accountable and practical arrangements for Councillor support and expenses, and is recommended for adoption.

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ORMOND

ST KILDA EAST

GLEN EIRA CITY COUNCIL COUNCILLOR CIVIC SUPPORT AND EXPENSES POLICY

Date first adopted: 3 September 2001

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Policy owner: Manager Legal, Risk and Governance

Approved by: Council

Policy category: Category 1 – Mandatory Council Policy

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1. TITLE

Councillor Civic Support and Expenses Policy

2. OBJECTIVE

To set out the entitlement of Councillors to allowances, facilities, resources and reimbursement of certain expenses to assist them in discharging their responsibilities and to provide for reimbursement of certain expenses for members of delegated committees. This Policy is in accordance with the requirements of Division 6 of Part 2 - Entitlements of the *Local Government Act 2020.*

3. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Role of a councillor	Includes: • attend Ordinary and Special Council Meetings and meetings of Committees of Council; • attend formal assembly/ briefing sessions and civic or ceremonial functions convened by Council or Mayor; • attend meetings scheduled by Council or the Mayor; • attend a meeting, function, or other official role attended as an appointed representative of Council or Mayor; • attend meetings of community groups, organisations and statutory authorities to which the Councillor has been appointed Council delegate or is authorised by Council, but the reimbursement by Council is to be diminished by however much the body pays travelling expenses directly; • attend to inspect a street, property or area (or to discuss with any person) any matter necessary in performing the duties of a Councillor; • attend to discuss with Officers any matter relating to the City necessary in performing the duties of a Councillor; or • attend meetings or participate in delegations or deputations to which the Councillor has been appointed as a representative by Council or the Mayor.
Role of a member of a delegated committee	Includes: • attend meetings of the delegated committee of which they are a member; • attend formal briefing sessions, inductions or other meetings or events that they are required to attend to fulfil their duties as a delegated committee member.

4. POLICY

4.1 Councillor Allowances

4.1.1 Councillor Allowances, including those payable to the Mayor or a Deputy Mayor, are determined by the Victorian Independent Remuneration Tribunal under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019.*

4.2 Insurance

4.2.1 Councillors are covered under the following Council insurance policies while performing their duties as a Councillor, including attendance at meetings of external bodies as Council's representatives:

(a) Public Liability/Professional Indemnity
(b) Councillors and Officers Liability
(c) Travel Insurance (accompanying partners are also covered)
(d) Workcover Insurance

4.2.2

4.2.3 Council will pay the insurance policy excess in respect of any claim made against a Councillor arising from Council business where any claim is accepted by Council's insurers, whether defended or not.

4.3 Child Care/Carer Expenses

4.3.1 Council will reimburse bona fide:

(a) childcare costs where the provision of child care is reasonably required for the Councillor to perform their role, and
(b) expenses incurred by a Councillor who is a carer in a care relationship within the meaning of section 4 of the Carers Recognition Act 2012, where the expenses are reasonably incurred by the Councillor to perform their role.

4.3.2 Council will reimburse bona fide childcare costs where the provision of child care is reasonably required for members of a delegated committee to perform their role

4.3.3 Childcare/carer expenses are calculated based on hourly fees.

4.3.4 Expenses cannot be claimed in respect of care provided by a family member of the person claiming.

4.3.5 Receipts must show Council meeting or event which the Councillor or delegated committee member is claiming in respect of, the name of the carer, the address at which the care was provided and details of times and fees.

4.4 Facilities and Expenses for Councillors with Disabilities

For any Councillor with a disability, Council may resolve to provide reasonable additional facilities and expenses that may be necessary for the performance of their duties.

4.5 Home/Workplace Facilities

Each Councillor will be provided with:

4.5.1 A Laptop and a desktop photocopier/printer for necessary use in performing their duties as a Councillor. Council will pay all reasonable charges associated with the use of the computer and printer.

4.5.2 Access will be provided for Councillors to relevant Council systems (e.g. email and internet), and the Coordinator Councillor Business will determine the most efficient and economical means for providing access.

4.5.3 Council will provide Councillors with a mobile telephone to handle calls and other electronic communications which are necessary in performing their duties as a Councillor. Council will not pay for or arrange fitting of in-car accessories.

4.5.4 Council will pay charges associated with the use of the telephone for Council business. Councillors may be required to reimburse Council for any costs which were not necessary in performing their duties as a Councillor.

4.5.5 If a Councillor does not accept a Council-provided phone or mobile phone, reimbursement for calls and charges made on a private phone can be claimed where these are substantiated as being necessary to perform a Councillor's duties.

4.5.6 All facilities, including hardcopy material provided by Council to a Councillor, remain the property of Council and must be returned at the end of a Councillor's term of office, retirement or resignation.

4.5.7 Councillors must agree in writing to comply with Council policies or procedures, as amended from time to time, related to the security, maintenance and use of a computer, printer and telephone equipment provided in accordance with this policy.

4.6 Mail

Council will post mail that Councillors have generated in performing their duties.

4.7 Record-keeping

Councillors should note that emails, text messages, social media posts on Council-owned sites, letters and all documents written by a Councillor in performing their duties or received by a Councillor in their professional capacity are Council documents and accordingly:

(a) a record must be kept by Council of these in accordance with the Public Records Act 1973;
(b) must be in accordance with the Councillor Communications and Media Protocol; and
(c) they are subject to Freedom of Information law and processes and Council's Privacy Policy.

Council's Coordinator of Councillor Business can provide advice on record-keeping.

4.8 Reimbursement of Expenses

4.8.1 Councillor expenses are managed through the following processes in accordance with Section 41 of the *Local Government Act 2020*:

(a) As per Council's Procurement Policy, where Councillor expenses are managed via the purchase order process, approvals are sought based on delegations of authority and processed through Council's procurement system;
(b) Manual payment requests with detailed supporting documents substantiating reimbursement claims. Expense claims are submitted every month to the Coordinator Councillor Business. All claims must be submitted within two calendar months of them being incurred. No claims are accepted after this period;
(c) The Coordinator Councillor Business has a purchasing card, which is periodically used for councillor expenses.

4.8.2 Council will reimburse a Councillor or a member of a delegated committee for out-of-pocket expenses with which Council is satisfied:

(a) are bona fide expenses; and
(b) have been reasonably incurred in the performance of the role of Councillor or member of a delegated committee; and
(c) are reasonably necessary for the Councillor or member of a delegated committee to perform that role.

4.8.3 Council must provide details of all reimbursements under clause 4.8.2 of this Policy to the Audit and Risk Committee.

4.8.4 Councillors will be reimbursed reasonable expenses necessarily incurred while entertaining visiting dignitaries on behalf of Council, including the reasonable cost of drinks accompanying a meal, provided that approval by Council

resolution is obtained before the expenditure is incurred.

4.8.5 Where Councillors are invited to attend functions necessary for performing their duties, and there is a charge, Council will pay or reimburse the cost. However, if the total cost exceeds, or is likely to exceed, $750, approval by Council resolution is required before the expenditure is incurred.

4.8.6 Where the above sub-clause applies, and it is a function to which partners are invited, Council will also pay or reimburse the reasonable cost for a Councillor's partner.

4.8.7 With regard to all four clauses 4.8.2 to 4.8.6 appropriate documentation of expenses must be provided such as receipts.

4.9 Room Use

4.9.1 Council provides:
(a) an Office for the Mayor; and
(b) a Councillors' room for Councillors to use in performing their duties.

4.9.2 In addition, meeting rooms owned and controlled by Council can be booked by Councillors through secretarial support for meetings, interviews and other functions that are necessary for the performance of their duties as a Councillor, provided that they are in attendance.

4.10 Publications, Stationery and Secretarial Support

4.10.1 Councillors will be supplied with the following publications relevant to their civic duties:
(a) *Local Government Act 2020 (Vic)*
(b) Bulletins of the Municipal Association of Victoria; and
(c) Other relevant publications.

4.10.2 Councillors will be supplied with business cards and a diary (if required) and can avail themselves of stationery as necessary to perform their Councillor duties. If a Councillor requires a prepaid envelope to be mailed, it must be returned to Council to be sent.

4.10.3 Council stationery is not to be converted or modified in any way, and Council's logo, colour schemes or design schemes are not to be used except in official Council publications. Council stationery may only be used for carrying out duties as a Councillor. It may not be used for personal, electoral or party-political purposes.

4.10.4 Secretarial support will be made available at the Town Hall to assist Councillors in undertaking activities necessary for performing their duties. Staff members will provide such support within all applicable policies, including those dealing with record keeping, privacy etc.

4.11 Building Access and Parking

4.11.1 Each Councillor will receive one access card allowing 24-hour access to the Councillors' area at the Town Hall.

4.11.2 A designated parking space for the Mayor is available at the Town Hall at all times. Designated parking spaces for the Councillors are available at the Town Hall from 5.30 pm to midnight each day.

4.11.3 Councillors must comply with all parking signs and restrictions in the Glen Eira municipality and are personally liable to pay any infringement penalties arising from failure to comply.

4.12 Name Badge

Each Councillor and their partner will be provided with one name badge each for use while on Council business.

4.13 Facilities for the Mayor

4.13.1 Secretarial support will be made available to assist the Mayor in performing their duties.

4.13.2 Office accommodation will be provided to assist the Mayor in performing their duties.

4.13.3 The Mayor may book and use Council's pooled vehicles for official use in accordance with the Fleet Vehicle Policy and procedures.

4.14 Private Vehicle Use

4.14.1 Council will reimburse Councillors for using their private vehicles on travel, which is necessary for performing their duties as a Councillor .

4.14.2 Reimbursement will be according to the relevant rates set by the Australian Taxation Office and upon completion and submission of the relevant Council claim form.

4.15 Overseas Travel

4.15.1 Before Councillors travel overseas to perform their duties, the travel must be authorised by Council Resolution.

4.15.2 The mode of transport is to be determined on the advice of the Chief Executive Officer based on the most cost-effective form of transport and will be economy class only. Bookings and payments are to be made by the Councillor Business team.

4.16 Travel Expenses

4.16.1 Councillors may use Cabcharge vouchers for taxi travel for

journeys within the metropolitan region, which are necessary for performing their duties as a Councillor.

4.16.2 Council will reimburse Councillors for taxi trips or other travel expenses, including by rideshare and public transport, which are necessary for performing their duties upon production of receipts.

5. CONFERENCES, SEMINARS, TRAINING & DEVELOPMENT

5.1 Councillors are encouraged to attend conferences, seminars and training events relevant to their work as Councillors to enhance their personal skills and knowledge to perform their role well.

5.2 Councillors must complete mandatory induction training in accordance with section 32 of the *Local Government Act 2020,* including completing the induction training within four months after the day the Councillor takes the Oath or Affirmation of office.

5.3 In addition to the training at clause 5.2, Councillors must complete professional development training as required at section 33A of the *Local Government Act 2020*.

5.4 The Mayor, Deputy Mayor or any Acting Mayor must complete mandatory Mayoral training provided at section 27A of the Local Government Act 2020 within one month after their election as Mayor or Deputy Mayor (or in the case of an Acting Mayor, within one month of being appointed).

5.5 Council will withhold allowances of Councillors where the legislated training referred to at clauses 5.2, 5.3, and 5.4 has not been complied with (and any required declarations made) in accordance with the Local Government Act 2020.

5.6 Council will implement a training plan that sets out the learning activities it will undertake to meet the statutory requirements for mandatory training which will be based on the Victorian Governance Guidance on the mandatory training for Mayors, Deputy Mayors and Councillors.

5.7 In-house training will include:

a) Induction and general training programs for newly elected and returning Councillors, with additional training as required;
b) Workshops held in Council facilities, other facilities within the municipality or outside the municipality involving Councillors and Senior Officers;
c) Media training; and
d) Governance and compliance topics (such as meeting procedure, policy development, advocacy and strategic thinking).

5.8 The Chief Executive Officer will liaise with the Mayor to ensure that no scheduled meeting is left without a quorum because of the absence of Councillors at conferences and seminars.

5.9 Council will set a budget of $24,000 per Councillor each four-year term

(subject to Council's approval as part of its budget and financial planning processes) for attendance at conferences, seminars, and/ or training events.

5.10 The total expenditure per Councillor in any four year period referred to at clause 5.9 must not exceed $24,000 except by Council resolution.

5.11

The Mayor may from time to time attend conferences, seminars, functions and/or training events directly related to their representational role as Mayor. The budget for attendance at such events is in addition to the amount referred to at clause 5.9 and will be subject to the approval of Council's Chief Executive Officer

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5.14 All bookings and payments are to be made by the Councillor Business team.

5.15 A Councillor attending an interstate or overseas conference/seminar will provide a written report within one month of the end of the conference. The purpose is to share information and maximise the benefit to Council.

6. ACCOUNTABILITY

6.1 Claims

Claims for expenses claimable under this policy are to be submitted monthly to the Coordinator Councillor Business. Claims will only be accepted for expenses that occurred up to two calendar months previously.

6.2 Approval

Expenditure and reimbursements will be processed in accordance with this Policy. Claims not covered by this policy may be submitted to a Council Meeting for determination.

6.3 Elections

Council's policy on conduct and use of resources during the election period is set out in Council's Election Period Policy.

6.4 Party Political

No Council resource is to be used for Party Political purposes or any purpose that may present the appearance of being Party Political.

6.5 Reporting

6.5.1 Details of civic expenses for each year (1 November to 31 October) will be disclosed annually on Council's website by the end of February each year.

6.5.2 Civic expenses will be the subject of a review by Council's Internal Auditor after the third year of each Council Term,

with regular reporting to the Audit and Risk Committee.

7. LEGISLATIVE COMPLIANCE

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

In line with the Gender Equality Act 2020 (Vic), a Gender Impact Assessment is not required for this policy.

8. ASSOCIATED C DOCUMENTS

Model Code of Conduct
Governance Rules
Election Period Policy (contained in Council's Governance Rules)
Councillor Communications and Media Protocol
Councillor Capability Framework

9. EXTERNAL REFERENCES/RESOURCES

Local Government Act 2020 (Vic)
Local Government (Planning and Reporting) Regulations 2020
Local Government (Governance and Integrity) Regulations 2020
Victorian Government Guidance on the mandatory training for Mayors, Deputy Mayors and Councillors October 2024

GLEN EIRA CITY COUNCIL

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

City of GLEN EIRA

GLEN EIRA CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND

ST KILDA EAST

GLEN EIRA CITY COUNCIL COUNCILLOR CIVIC SUPPORT AND EXPENSES POLICY

Date first adopted:	3 September 2001
Date last amended:	~~25 February 2025~~xx xxx 2026
Next review date:	March 2029
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Term	Meaning
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(a) Public Liability/Professional Indemnity
(b) Councillors and Officers Liability
(c) Travel Insurance (accompanying partners are also covered)
(d) Workcover Insurance

~~4.2.2 All policies have limitations, which are usual for the type of policy. Some examples are requirements to act honestly, to act in good faith and not to act recklessly.~~

~~4.2.3 Insurance policies generally have requirements for early notification to the insurer of potential claims, the right for the insurer to take over the handling of the matter and appoint lawyers and settle the matter and a requirement for full and frank disclosure of all relevant material.~~

~~4.2.4 Council's WorkCover Agent determines liability for a particular WorkCover claim. There are statutory timelines upon the lodgement of a valid WorkCover Claim.~~

~~4.2.5~~4.2.2 Council will pay the insurance policy excess in respect of any claim made against a Councillor arising from Council business where any claim is accepted by Council's insurers, whether defended or not.

4.3 Child Care/Carer Expenses

4.3.1 Council will reimburse bona fide:

(a) childcare costs where the provision of child care is reasonably required for the Councillor to perform their role, and
(b) expenses incurred by a Councillor who is a carer in a care relationship within the meaning of section 4 of the Carers Recognition Act 2012, where the expenses are reasonably incurred by the Councillor to perform their role.

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4.8.7 With regard to all four clauses 4.8.2 to 4.8.6 appropriate documentation of expenses must be provided such as receipts.

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4.9.1 Council provides:

- (a) an Office for the Mayor; and
- (b) a Councillors' room for Councillors to use in performing their duties.

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4.9.2 In addition, meeting rooms owned and controlled by Council can be booked by Councillors through secretarial support for meetings, interviews and other functions that are necessary for the performance of their duties as a Councillor, provided that they are in attendance.

4.10 Publications, Stationery and Secretarial Support

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(a) *Local Government Act 2020 (Vic)*
(b) Bulletins of the Municipal Association of Victoria; and
(c) Other relevant publications.

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4.11 Building Access and Parking

4.11.1 Each Councillor will receive one access card allowing 24-hour access to the Councillors' area at the Town Hall.

4.11.2 A designated parking space for the Mayor is available at the Town Hall at all times. Designated parking spaces for the Councillors are available at the Town Hall from 5.30 pm to midnight each day.

4.11.3 Councillors must comply with all parking signs and restrictions in the Glen Eira municipality and are personally liable to pay any infringement penalties arising from failure to comply.

4.12 Name Badge

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4.13.3 The Mayor may book and use Council's pooled vehicles for official use in accordance with the Fleet Vehicle Policy and procedures.

4.14 Private Vehicle Use

4.14.1 Council will reimburse Councillors for using their private vehicles on travel, which is necessary for performing their duties as a Councillor ~~(listed under Child Care / Carers in section 4.3.1)~~.

~~4.14.1~~4.14.2 Reimbursement will be according to the relevant rates set by the Australian Taxation Office and upon completion and submission of the relevant Council claim form.

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4.15.1 Before Councillors travel overseas to perform their duties, the travel must be authorised by Council Resolution.

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4.16.1 Councillors may use Cabcharge vouchers for taxi travel for

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5.3 In addition to the training at clause 5.2, Councillors must complete professional development training as required at section 33A of the *Local Government Act 2020*.

5.4 The Mayor, Deputy Mayor or any Acting Mayor must complete mandatory Mayoral training provided at section 27A of the Local Government Act 2020 within one month after their election as Mayor or Deputy Mayor (or in the case of an Acting Mayor, within one month of being appointed).

5.5 Council will withhold allowances of Councillors where the legislated training referred to at clauses 5.2, 5.3, and 5.4 has not been complied with (and any required declarations made) in accordance with the Local Government Act 2020.

5.6 Council will implement a training plan that sets out the learning activities it will undertake to meet the statutory requirements for mandatory training which will be based on the Victorian Governance Guidance on the mandatory training for Mayors, Deputy Mayors and Councillors.

5.7 In-house training will include:

a) Induction and general training programs for newly elected and returning Councillors, with additional training as required;
b) Workshops held in Council facilities, other facilities within the municipality or outside the municipality involving Councillors and Senior Officers;
c) Media training; and
d) Governance and compliance topics (such as meeting procedure, policy development, advocacy and strategic thinking).

5.8 The Chief Executive Officer will liaise with the Mayor to ensure that no scheduled meeting is left without a quorum because of the absence of Councillors at conferences and seminars.

5.9 Council will set a budget of $246,000 per Councillor each four-year term ~~year~~

(subject to Council's approval as part of its budget and financial planning processes) for attendance at conferences, seminars, and/ or training events.

5.10 The total expenditure per Councillor in any four year period referred to at clause 5.9 must not exceed $24,000 except by Council resolution.

5.11

~~5.10~~ The Mayor may from time to time attend conferences, seminars, functions and/or training events directly related to their representational role as Mayor. The budget for attendance at such events is in addition to the amount referred to at clause 5.9 and will be subject to the approval of Council's Chief Executive Officer~~.~~

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~~5.11 Councillors may roll over any of the amount referred to at clause 5.9 not spent in the allocated year, capped at a total expenditure of $12,000 per Councillor, in any two-year period.~~

~~5.12 The total expenditure per Councillor in any four year period referred to at clause 5.9 must not exceed $24,000 except by Council resolution.~~

~~5.13~~5.12 All bookings and payments are to be made by the Councillor Business team.

~~5.14~~5.13 A Councillor attending an interstate or overseas conference/seminar will provide a written report within one month of the end of the conference. The purpose is to share information and maximise the benefit to Council.

6. ACCOUNTABILITY

6.1 Claims

Claims for expenses claimable under this policy are to be submitted monthly to the Coordinator Councillor Business. Claims will only be accepted for expenses that occurred up to two calendar months previously.

6.2 Approval

Expenditure and reimbursements will be processed in accordance with this Policy. Claims not covered by this policy may be submitted to a Council Meeting for determination.

6.3 Elections

Council's policy on conduct and use of resources during the election period is set out in Council's Election Period Policy.

6.4 Party Political

No Council resource is to be used for Party Political purposes or any purpose that may present the appearance of being Party Political.

6.5 Reporting

6.5.1 Details of civic expenses for each year (1 November to 31 October) will be disclosed annually on Council's website by the end of February each year.

6.5.2 Civic expenses will be the subject of a review by Council's Internal Auditor after the third year of each Council Term,

with regular reporting to the Audit and Risk Committee.

7. ~~HUMAN RIGHTS CHARTER COMPATIBILITY~~LEGISLATIVE COMPLIANCE

This Policy has been assessed as being compatible with the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

In line with the Gender Equality Act 2020 (Vic), a Gender Impact Assessment is not required for this policy.

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8. ASSOCIATED ~~INTERNAL~~ C DOCUMENTS

Model Code of Conduct
Governance Rules
Election Period Policy (contained in Council's Governance Rules)
Councillor Communications and Media Protocol
Councillor Capability Framework

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9. EXTERNAL REFERENCES/RESOURCES

Local Government Act 2020 (Vic)
Local Government (Planning and Reporting) Regulations 2020
Local Government (Governance and Integrity) Regulations 2020
Victorian Government Guidance on the mandatory training for Mayors, Deputy Mayors and Councillors October 2024


City of
GLEN
EIRA
GLEN EIRA
CITY COUNCIL
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

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: SMART GLASSES

Trim No: *26/1286105*

A Notice of Motion was submitted to the Chief Executive Officer by Cr Luca Ragni with the support of Mayor Cr Dr Simone Zmood and Cr Kay Rimbaldo on 28 September 2026. To be heard at the 06 October 2026 Ordinary Council Meeting.

MOTION

That Council:

1. Notes the community campaign calling on Council to address privacy concerns associated with smart glasses and other wearable devices with recording capability, and which seeks Council action to restrict the use of such devices in Council facilities; and

2. Requests a report before 28 February 2027 on:
    a. options for updating conditions of entry, facility rules, operational procedures and relevant Council policies to manage risks associated with smart glasses and wearable recording devices in Council facilities, including any exceptions that may be required where such devices are used as assistive technology by a person with a disability;
    b. whether amendments to Council's Local Laws may be warranted to address the use of wearable recording devices, including any legal, practical and enforcement considerations;
    c. opportunities for advocacy to the Victorian and Australian Governments regarding the regulation of wearable recording technologies and any identified privacy implications.

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 Business Excellence Awards 2026

This agenda item is confidential information for the purposes of section 3(1) of the Local Government Act 2020:

- because it is personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs (section 3(1)(f)); and
- and the attachment contains personal information of the applicants for the Glen Eira Business Excellence Awards which will be announced on 26 November 2026

14. CLOSURE OF MEETING