



GLEN EIRA CITY COUNCIL

ORDINARY COUNCIL MEETING

TUESDAY 12 AUGUST 2025

AGENDA

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

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

- S8(1) Local Government Act 2020

Councillors:

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

Chief Executive Officer: Lucy Roffey

INDEX

1.	ACKNOWLEDGEMENT OF TRADITIONAL OWNERS.....	5
2.	APOLOGIES.....	5
3.	REMINDER TO DISCLOSE ANY CONFLICTS OF INTEREST IN ANY ITEMS ON THE AGENDA	5
4.	PUBLIC PARTICIPATION	6
5.	WRITTEN PUBLIC QUESTIONS TO COUNCIL	6
6.	CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS	6
7.	RECEPTION AND READING OF PETITIONS AND JOINT LETTERS	6
8.	REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS	7
8.1	Delegate Report - Councillor Jane Karlake - Local Government Working Group on Gambling	7
9.	REPORTS FROM COMMITTEES AND RECORDS OF ASSEMBLY	9
9.1	Advisory Committees	9
9.1.1	Advisory Committee Minutes.....	9
9.2	Records of Assembly.....	15
9.2.1	Records of Assemblies.....	15
10.	OFFICER REPORTS (AS LISTED).....	22
10.1	Draft Council Plan 2025-2029 and supporting draft long term plans	22
10.2	Investigation into Potential Use of Privately Owned Land for Temporary Open Space	262
10.3	Establishment, adoption of Terms of Reference and appointment of Councillor members to Advisory Committees	268
10.4	Tender 2025.29 Provision of Street Sweeping and Cleaning Services	292
10.5	Tender 2025.104 Printing Of Glen Eira News.....	297
10.6	Appointment of Acting Chief Executive Officer	301
11.	URGENT BUSINESS.....	303

12.	ORDINARY BUSINESS	303
	12.1 Requests for reports from a member of Council staff	303
	12.2 Right of reply	303
	12.3 Notice of Motion / Notice of Rescission	303
	12.3.1 Notice of Motion: Council's Footpath Network Condition	303
	12.3.2 Notice of Motion: Expansion of No Smoking Areas within the Municipality	304
	12.4 Councillor questions.....	305
13.	CONFIDENTIAL ITEMS	305
	Nil	
14.	CLOSURE OF MEETING.....	305



1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

2. APOLOGIES

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

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

PROCEDURAL MOTION

That Council:

1. where meetings are held in-person, can continue the meeting if the livestream of the meeting fails;
2. considers the meeting to be adjourned for 10 minutes from the commencement of any technical problem where a Councillor is participating virtually; and
3. where a Councillor is participating virtually and the meeting cannot be resumed within 30 minutes from the commencement of the technical problem, the meeting is to be reconvened on Wednesday 13 August 2025 at 7.30pm.

4. PUBLIC PARTICIPATION

5. WRITTEN PUBLIC QUESTIONS TO COUNCIL

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS

Copies of Minutes previously circulated.

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on 22 July 2025 be confirmed.

7. RECEPTION AND READING OF PETITIONS AND JOINT LETTERS

8. REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS**8.1 DELEGATE REPORT - COUNCILLOR JANE KARSLAKE - LOCAL GOVERNMENT WORKING GROUP ON GAMBLING**

Author: Karling Colomiere, Coordinator Councillor Business

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 25/1310668

Attachments: Nil

COUNCILLOR

Councillor Jane Karlake

MEETING TITLE / DATE

Local Government Working Group on Gambling Report - 12 August 2025

DELEGATE REPORT SUMMARY

As Glen Eira's representative on the Victorian Local Government Association's Local Government Working Group on Gambling my report covers meetings attended that on the 30 April & 30 July.

The Department of Justice and Community Safety provides a report at each of our meeting on the colossal statewide losses and a sad league table of the municipalities with the highest losses is provided.

The 24 -25 EGM player losses reported for Victoria was \$3.145 billion or \$8.617 million per day representing a 3.8% increase from the 23 -24 year.

- Losses in metropolitan Melbourne were \$2.420 billion
- Hotels across the state accounted for \$2.032 billion or 65% of the total
- Clubs took \$1.113 billion

Larger takings through hotels are due to them being 'better in strip shopping areas and close to public transport hubs.

While Glen Eira does not appear in current lists of highest losses and recent highest increases in losses, it has appeared in a list of the LGAs with the highest reported losses in the last 12 months.

Decreases in losses were only reported in municipalities where venues were closed permanently or temporarily for renovations

We know that 50 – 60 % of users are at risk of harm. We know that emotional regulation and logic is not fully realised in young people until they reach the age of 24 or 25, which places them at higher risk.

Gambling harm often co-exists with trauma and other risk factors that undermine the well-being and social security of problem gamblers. Brimbank and City of Greater Dandenong Councils are known for excellent work to support their culturally diverse communities highlighting gambling harm risks.

Strong local government advocacy and prevention strategies from Councils over many years have increased practice knowledge in Councils. Maribyrnong Council has endorsed the recommendations from the 'You win some, You Lose Some Report,' otherwise known as the Murphy Report.

Rural Councils have had recent success in preventing a Gambling venue opening in a strip shopping centre. Evidence indicates removing gambling from activity centres, and public transport hubs will reduce harm.

In April we heard from VicHealth about the community sports program Love the Game, which supports community sports clubs to reduce gambling harm risk through education of their members. Since this meeting I have sought additional information from VicHealth and officers about future Glen Eira support for this initiative. I look forward to discussions with Councillors, Officers and Community members about Glen Eiras future activities to reduce gambling harm.

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

Author: *Karling Colomiere, Coordinator Councillor Business*

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

Trim No: *25/1284018*

Attachments: 1. *Elsternwick Club Advisory Committee Minutes 16 June 2025* [↓](#)

RECOMMENDATION

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

1. Elsternwick Club Advisory Committee Minutes – 16 June 2025

OFFICIAL: Sensitive



**GLEN EIRA
ELSTERNWICK CLUB
ADVISORY COMMITTEE MEETING**

MINUTES

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

**Monday 16 June 2025
6:00pm-7:45pm**

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

Present:

<i>Councillors:</i>	Cr Simone Zmood (Chair)	Councillor committee member
	Cr Sam Parasol	Councillor committee member
	Cr Margaret Esakoff (Online)	Councillor committee member
<i>Community Representatives:</i>	Andrew Robert	Community committee member
	Heather Mallinson	Community committee member
	Danielle Hersz	Community committee member
	Desiree Lucchese	Community committee member
	Rosemary Cho	Community committee member
	Theodore Della Bosca	Community committee member
	Tim Ryder	Community committee member
	Valentine Gnanakone	Community committee member
<i>Council Officers:</i>	Rosa Zouzoulas	Director Planning and Place
	Matthew Barbetta	Coordinator Open Space
	Matt Slavin	Manager City Futures
	Alex Leamy	Manager Public Affairs
	Freya Keam	Community Engagement Advisor
<i>Apologies:</i>	Janice Iloni	Community committee member
	Sue Pennicuik	Community committee member
	Bianca Sharpe	Council Officer

OFFICIAL: Sensitive**1. Introduction**

Cr Simone Zmood (Chair)

Cr Zmood welcomed the Committee, noted apologies, and acknowledged Traditional Owners and Custodians.

Conflicts of Interest Declaration

Cr Simone Zmood (Chair)

Nil.

2. Action items from previous meeting

Cr Simone Zmood (Chair)

Title/Item	Action	Update	Responsible Officer	Active/Closed
Meeting Schedule	Secretary to liaise with committee members on their availability and send final calendar dates.	Dates have been finalised, and calendar invites have been sent out to all members.	Bianca Sharpe	Closed
Project Overview	Secretary to circulate relevant plans and strategies to committee members noting which are confidential.	Email sent to committee members on 29 May 2025.	Bianca Sharpe	Closed

3. Summary of meeting minutes from previous meeting

Cr Simone Zmood (Chair)

The previous meeting was held on Monday 26 May 2025. The minutes will be noted at the 30 June 2025 Ordinary Council Meeting.

The meeting included an introduction from the Chair and an activity for everyone to introduce themselves to each other. The Terms of Reference and the meeting schedule was discussed, and calendar invites are to be sent out to the Committee.

The Engagement Team informed the Committee that they will play a pivotal role in this redevelopment, ensuring that the community's voice is heard loud and clear. They will serve as a vital link between Council's project team and the community through three key roles:

- Community advocate - Understanding and distilling the broad community's vision for the site and providing feedback throughout the project to ensure their views are reflected.
- Community ambassador - Sharing project information, updates and engagement opportunities with the community throughout the project.
- Community think tank - Acting as a sounding board as we review feedback and test broad community sentiment.

The City Futures team presented an overview of the project which included information and history of the site, the heritage building and potential use, and a brief overview of the shortlisted consultants for the project.

OFFICIAL: Sensitive**4. Items for Discussion:****4.1 Community vision (phase one of engagement findings) – Engagement Team
Attachment 1**

Freya Keam presented the community vision to the Committee which covered demographic data on the submitters and included details of the engagement types and submissions received, how we promoted the engagement, went through the main themes from the visioning consultation which included themes for the re-use of the building.

Engagement findings included:

- There was 14 in-person engagement events and 410 conversations.
- Submitters wanted shaded areas (71%), social gathering spaces (47%), and flexible green spaces (40%).
- Accessibility, lighting and trees and vegetation were raised.
- The top three building uses included a community hub (52%), food and beverage (30%), and art history space (15%), as well as a mixture of uses.
- Broadly heard from 35–60-year-olds and less in other cohorts, resulting in the need to consider hearing from different age groups in next phase.
- Majority of submitters identified as women which is consistent with Council's other engagement projects.

Comments and questions from the Committee were as follows:

- Comment - Elsternwick representation was only around half of survey respondents.
- Questions were raised about connecting with traders. Freya confirmed this was included in visioning consultation.
- A question was asked regarding the views received from the schools as they were not well represented in the submissions received. From this, Matt Barbetta asked how would members want to connect with the schools? Freya responded that we would target the nearby schools in the next round of consultation.
- Cr Margaret Esakoff asked about the building and referenced the former Caulfield Arts Centre which Council ran in the 1980s. Margaret stated it was a brilliant concept with lots of activities, and suggested this was a good idea. Matt Barbetta said this can be covered in one of the next meetings where we will specifically discuss options for the building.
- Cr Simone Zmood requested that we undertake targeted sessions with the schools.
- Andrew Roberts said we need to engage with the youth in the next round of consultation.
- A question was asked regarding how Booran Reserve was created and what was its objective? Matt Barbetta provided an overview of the history with multiple engagements, decisions around type of use (sport, passive, mixed) and that the site was large enough to provide multiple uses. The aim of this project was to showcase Council capability and a diverse open space offering. In addition, Matt Barbetta noted that the scale of the park is regional, while Elsternwick is local catchment.
- Further questions included the history of the site from the submissions received in round one.

4.2 Discussion of schematic designs City Futures

Matt Barbetta presented an overview of Crime Prevention Through Environmental Design principles and Gender Impact Assessment. Matt went through how these are applied to open

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space design. In addition, a needs assessment from other Council strategies were shown including, Council's Open Space Strategy, Active Recreation Plan and Planning for Play.

Matt presented three schematic designs which were submitted. The Committee reviewed the designs and made comments on post-it notes and spoke to the rest of the Committee on their notes and their views on each of the designs.

Landscape Architect Submissions Discussion

Consultant 1: Their concept was generally well received for its simplicity, modern feel, and strong response to the heritage context. It was seen as clean and safe, with good solar access and flexible use of space. However, concerns were raised about the lack of a playground, narrow paths, and some awkward elements like seating facing the street and raised steps along Allison Road.

Consultant 2: Their concept appealed to those who valued active use, with its inclusion of a playground and large grassed area. The open corner at Sandham Road and the use of the heritage wall were also well liked. That said, some felt the layout resembled a sports field, and the design elements, particularly the courts and geometric shapes were divisive. The Allison Road interface was noted as needing further work.

Consultant 3: Their concept drew mixed feedback. While some appreciated the abstract approach and frontage to Sandham Street, many felt it was too busy, lacked usable open space, and raised accessibility concerns. Despite some interesting elements, the design was considered overwhelming and potentially more costly to deliver.

Common and agreed themes to further explore are:

- Extending it to the surrounding street network, i.e. crossing points, traffic calming.
- Have seats looking inward not out towards residents.
- Include a play space with the size to reflect local space.
- Allison Road edge should be accessible, and this will need to be flattened/shaped.
- Need an open grass space.
- Biodiversity is a must.

Feedback on the three schematic designs included discussion on what people liked and disliked. The discussion also included comments on several positive elements each member would like reflected in the concept design.

The Advisory Committee's overall views indicated the submission from Consultant 1 was slightly preferred above Consultant 2's submission on the basis of it providing better base to work from and design fitting the heritage. Further to this, it was also apparent that many of the Committee's suggested changes could be incorporated into their schematic design without compromising their design approach, actually adding value to the design. It was quite clear there were concerns with Consultant 3's submission.

Matt confirmed that a further discussion on the schematic plans and progress of a concept plan will be tabled at the next meeting scheduled for 23 July 2025.

5. General Business

Cr Simone Zmood (Chair)

Nil.

6. Next meeting Wednesday 23 July 2025 6:00pm – Glen Eira Town Hall.**7. Closure of Meeting**

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The meeting closed at 8.00pm.

The minutes to be confirmed at the next Ordinary Council Meeting.

Action summary from this meeting

Title/Item	Action	Responsible Officer	Active/ Closed
Engagement	Undertake targeted sessions with the local schools.	Freya Keam	Active
Engagement	Target youth for their comments on the space in next round of consultation.	Freya Keam	Active

9.2 Records of Assembly**9.2.1 RECORDS OF ASSEMBLIES**

Author: Karling Colomiere, Coordinator Councillor Business

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 25/1285277

Attachments: 1. 8 July 2025 - Record of Assembly [↓](#)
2. 15 July 2025 - Record of Assembly [↓](#)
3. 15 July 2025 - Record of Assembly [↓](#)
4. 22 July 2025 - Pre-meeting [↓](#)

RECOMMENDATION

That Council notes the Records of Assemblies for:

1. 8 July 2025 Assembly;
2. 15 July 2025 Assembly;
3. 15 July 2025 Assembly; and
4. 22 July 2025 Pre-meeting.

Assembly of Councillors – Record of Assembly**8 July 2025****HYBRID MEETING****Assembly commenced at 6.33pm**

Councillors Present: Mayor Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karslake Cr Sam Parasol (online) Cr Luca Ragni (online) Cr Kay Rimbaldo Cr Li Zhang	Officers Present: Rebecca McKenzie (CEO) Jane Price Peter Tillotson Kellie Vise Rosa Zouzoulas John Vastianos Diana Vaynrib Alexandra Fry Kylie Webster Alex Leamy Georgia Logan Lauren Richardson Brooke Ranken Luke Fraser Amanda Haycox Andrea Pogue Lisa Hill Fiona Banks Harish Kirubakaran Sudarshan Sridhar Mahesh Buchade
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1. Acknowledgement
2. Apologies
 - Cr Kimberley Young
3. Early Draft - Glen Eira Asset Plan 2025-2035

6:35pm – Cr Sam Parasol vacated the hybrid meeting.

6:36pm – Cr Sam Parasol rejoined the hybrid meeting.

4. Draft 2025-29 Council Plan
5. 2025 Federal Election Advocacy Campaign Post-implementation Review

8:17pm – Cr Sam Parasol vacated the hybrid meeting.

8:18pm – Cr Sam Parasol rejoined the hybrid meeting.

8:23pm – Cr Sam Parasol vacated the hybrid meeting.

8:24pm – Cr Sam Parasol rejoined the hybrid meeting.

6. Advocacy Priorities 2025-26 high-level planning

8:50pm - break (8 mins)

9:05pm – Cr Li Zhang and Cr Sam Parasol absent from the hybrid meeting

7. Draft Ordinary Council Meeting agenda review
 - 10.4 Municipal Association of Victoria October 2025 State Council Motions

9:10pm – Cr Li Zhang rejoined the hybrid meeting.

- 10.5 Australian Local Government Association National General Assembly 2025

8. Parking Management Strategy

9:13pm – Cr Sam Parasol rejoined the hybrid meeting.

8:17pm – Cr Sam Parasol vacated the hybrid meeting.

8:18pm – Cr Sam Parasol rejoined the hybrid meeting.

9. Woodfire Heating Advocacy

10. General Business:

- Director Community Wellbeing – Traders Associations meetings
- Cr Margaret Esakoff – resident query
- Cr Jane Karlake – resident query
- Chief Executive Officer – land matter

11. Draft Ordinary Council Meeting agenda review

- 10.2 99 Brewer Road Bentleigh - Amended Application

10:28pm – Cr Sam Parasol left the hybrid meeting.

12. Councillor / CEO Only time:

- Meeting debrief
- CEO Farewell dinner
- Timing for Mayoral election
- Councillor professional development

Assembly concluded at 10:53pm

Assembly of Councillors – Record of Assembly

15 July 2025

HYBRID MEETING

Assembly commenced at 5:03pm

Councillors Present: Mayor Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Kimberley Young Cr Li Zhang (online)	Officers Present: Alex Leamy Andrea Pogue (online) Lisa Hill Fiona Banks
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1. Conflicts of Interest
- Nil
2. 2025-2029 Council Plan - strategic indicators

Cr Kimberley Young joined the hybrid meeting at 5:17pm

Cr Jane Karlake joined the hybrid meeting at 5:26pm

Cr Kimberley Young left the hybrid meeting at 5:30pm

Cr Simone Zmood left the hybrid meeting at 5:37pm

Cr Li Zhang left the hybrid meeting at 5:39pm

Assembly concluded at 5:40pm

Assembly of Councillors – Record of Assembly

15 July 2025

HYBRID MEETING**Assembly commenced at 6.48pm**

Councillors Present: Mayor Cr Simone Zmood Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Luca Ragni (online) Cr Kay Rimbaldo Cr Kimberley Young Cr Li Zhang	Officers Present: Rebecca McKenzie (CEO) Peter Tillotson Rosa Zouzoulas Jane Price (online) Alex Leamy John Vastianos Diana Vaynrib Karling Colomiere Kylie Webster Harley Moraitis Karen Oh Jess Wingad Bruce Paton Damien Connell Brooke Ranken Geoff Hills Fiona Banks
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1. Acknowledgement
2. Apologies
 - Cr Sam Parasol
3. Prevention of Family Violence and Violence Against Women Policy Review and Update
4. Climate Emergency Response Strategy refresh

8:03pm – Cr Jane Karlake vacated the hybrid meeting.

8:12pm – Cr Jane Karlake rejoined the hybrid meeting.

5. Draft Financial Plan 2025–2035

8:29pm – Cr Margaret Esakoff vacated the hybrid meeting.

8:32pm – Cr Margaret Esakoff rejoined the hybrid meeting.

6. Update on Aged Care Reforms

8:50pm - break (10 mins)

7. Kindergarten Advocacy Approach – Best Start, Best Life Reforms and Kindergarten Infrastructure and Services Plan
8. Parking Management Strategy community engagement approach
9. General Business:
 - Cr Li Zhang – MAV Regional Forum
 - Cr Jane Karlake – sports ground query
 - Director Planning and Place – planning matter update
 - Acting Director Customer and Corporate Affairs – MAV motion

- Chief Executive Officer - Councillor professional development
10. Pre-Ordinary Council Meeting check-in:
- Reports by Delegates
 - 13.1 CEO Performance Review – July 2025
11. Councillor / CEO Only time:
- Meeting feedback
 - Caulfield Racecourse Reserve Precinct

Assembly concluded at 10:44pm

**OCM Pre-Meeting
Tuesday 22 July 2025**

Pre-meeting commenced at 6.45pm

Councillors Present: Cr Simone Zmood (Mayor) Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karlake Cr Sam Parasol (online) Cr Luca Ragni (online) Cr Kay Rimbaldo Cr Kimberley Young Cr Li Zhang	Officers Present: Rebecca McKenzie (CEO) John Vastianos Rosa Zouzoulas Niall McDonagh Kellie Vise Jane Price Alexandra Fry
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Matters discussed:

1. Acknowledgement
2. Apologies – Nil
3. Disclosure of Conflicts of Interest – Nil
4. Procedural Motions - Hybrid meeting

6.46pm Cr Young joined the pre-meeting

5. Item 10.1 - 99 Brewer Road Bentleigh - Amended Application.
6. Item 10.2 Draft Parking Management Strategy
7. General Business

7.07pm Cr Kimberley Young declared a General Conflict of Interest in relation to the proposed additional motions for the Municipal Association of Victoria October 2025 State Council meeting and left the pre-meeting prior to discussion on this topic

- Cr Zmood – proposed additional motions for the Municipal Association of Victoria October 2025 State Council meeting

7.10pm Cr Young returned to the pre-meeting

- Director Customer and Corporate Affairs – AI program and initiatives
- Cr Zmood – Invitation from Cr Hadi Saab of Kingston City Council

Pre-meeting concluded at 7.13pm

10. OFFICER REPORTS (AS LISTED)**10.1 DRAFT COUNCIL PLAN 2025-2029 AND SUPPORTING DRAFT LONG TERM PLANS**

Author: Andrea Pogue, Manager Organisational Strategy

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 25/1288838

Attachments: 1. Draft Council Plan 2025-2029 [↓](#)
2. Draft Financial Plan 2025-2035 [↓](#)
3. Draft Asset Plan 2025-2035 [↓](#)
4. Draft Climate Emergency Response Strategy 2025-2029 [↓](#)

EXECUTIVE SUMMARY

Council develops its long-term strategic plans including its Council Plan at the start of the four-year term through a consultative process with the community and other stakeholders. These long-term plans will inform Council's focus over the next four years by progressing actions that respond to our community's needs, aspirations and priorities.

Informed by insights from the Our Place, Our Plan community engagement program, Council has defined its strategic directions, objectives, and priorities in the draft Council Plan 2025-2029, and these have also guided the development of all other strategies for the four-year period.

For the 2025-29 planning period, an integrated approach has been taken to ensure that collectively, Council's strategic plans lead to a shared vision and cohesive strategy for the future. On 30 June 2025, Council adopted the Budget 2025-2026, Revenue and Rating Plan 2025-2029, Strategic Property Plan 2025-2030 and the Biodiversity Plan 2025-2029.

Council is now seeking community feedback on its draft Council Plan and supporting strategies. This engagement is the next phase of the Our Place, Our Plan community engagement which commenced on 5 February 2025. This phase will run from 13 August to 10 September. Council encourages all community members to participate and share their insights and feedback on the following:

- Draft Council Plan 2025-2029, which integrates the Municipal Public Health and Wellbeing Plan
- Draft Financial Plan 2025-2035
- Draft Asset Plan 2025-2035
- Draft Climate Emergency Response Strategy 2025-2029

RECOMMENDATION

That Council:

1. Endorses the following draft plans for community engagement from 13 August to 10 September 2025:
 - a) Draft *Council Plan 2025-2029* (integrating the Municipal Public Health and Wellbeing Plan) as presented in **Attachment 1**
 - b) Draft *Financial Plan 2025-2035*, as presented in **Attachment 2**

- c) Draft *Asset Plan 2025-2035*, as presented in **Attachment 3**
 - d) Draft *Climate Emergency Response Strategy 2025-2029*, as presented in **Attachment 4**
2. Requests a further report on the submissions received and revised draft plans for consideration on or before 28 October 2025.

BACKGROUND

Council has taken an integrated approach to align its strategic plans with community needs and priorities, creating a unified vision for the future. The *Our Place, Our Plan* engagement program was central to this process, providing insights that shaped the draft *Council Plan 2025-2029* and related strategies.

Councillors have also contributed feedback throughout the development process, with recommendations on the strategic directions objectives and priorities, and suggested approaches to deliver the right outcomes for the community.

This integrated planning approach has enabled Council to establish an overarching suite of strategic documents that link up to create a comprehensive set of objectives, priorities and actions for the next four years.

Stakeholder input from our First Nations peoples, service partners, subject matter experts and Council officers has helped identify collaboration opportunities and ensured alignment with broader requirements.

ISSUES AND DISCUSSION

Each of these plans has been developed to ensure that they align with the overarching strategic directions, objectives, and priorities set by Council and the community's needs and aspirations. These plans have been carefully developed through a rigorous and iterative process that involved extensive community engagement and input from Councillors. They are designed to be cohesive and integrated, ensuring that all aspects of Council's operations and services are aligned with the community's needs and priorities.

The review process has allowed Council to ensure that these plans are robust, comprehensive, and aligned with legislative requirements and community expectations.

Draft Council Plan 2025-2029

The draft Council Plan outlines the strategic directions, objectives, and initiatives that will guide Council's operations and decision-making over the next four years. This plan is informed by community feedback and aims to address the long-term needs and aspirations of the community aligned to its *2040 Community Vision*. The draft plan focuses on four strategic directions:

- Community safety, cohesion, health and wellbeing
- Diverse, welcoming and accessible places
- Environmental stewardship
- Innovation and financial sustainability

Draft Asset Plan 2025-2035

The Asset Plan provides a comprehensive strategy for the long-term management of Council's assets, including infrastructure, buildings, and facilities. The 10-year plan aims to ensure that assets are maintained, renewed, and upgraded in a sustainable and cost-effective manner. It includes strategies for asset lifecycle management, risk mitigation, and long-term financial planning to ensure that assets continue to meet the community's needs.

Draft Financial Plan 2025-2035

The Financial Plan outlines the financial strategies and policies that will guide Council's financial management over the next ten years. It includes a detailed analysis of Council's revenue and expenditure, capital works program, and long-term financial sustainability. The plan aims to ensure that Council remains financially sustainable while delivering high-quality services and infrastructure to the community.

Draft Climate Emergency Response Strategy 2025-2029

The Climate Emergency Response Strategy sets out Council's response to the climate emergency and outlines the actions that will be taken to mitigate and adapt to climate change. The strategy includes targets for reducing greenhouse gas emissions, initiatives for increasing community resilience, and actions to protect and enhance the natural environment. It is aligned with Council's broader strategic objectives and aims to ensure a sustainable and resilient future for the community.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The draft Council Plan 2025-2029 proposes one of its four strategic directions is Environmental Stewardship. This also informs the draft *Climate Emergency Response Strategy 2025-2029*.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The Council's risk management approach is embedded into the strategic planning process, ensuring that consideration of strategic risks supports prioritisation and decision-making. Any proposal for new projects for the first year of the Plans align with the adopted 2025-2026 Budget. Consequently, this approach mitigates potential risks and optimises resource allocation, providing a structured and cohesive framework for future planning.

POLICY AND LEGISLATIVE IMPLICATIONS

The *Local Government Act 2020 (the Act)* prescribes the Council Plan and other key strategies be adopted within legislated frameworks. Section 89 of the Act encourages an integrated approach to planning and reporting to support strategic decision making. For 2025-2029:

- The draft Council Plan will be integrated with the Municipal Public Health and Wellbeing Plan
- the draft Financial Plan 2025-2035, the draft Asset Plan 2025-2035 and the draft Climate Emergency Response Plan 2025-2029 have all been developed using an integrated approach.

Under the *Public Health and Wellbeing Act 2008*, Council has a range of obligations to provide for health and wellbeing for the community. As the 2025-2029 plan will be integrated with the draft Council Plan, officers have ensured that all aspects of those obligations are incorporated into the draft priorities and actions the draft Council Plan 2025-2029.

COMMUNICATION AND ENGAGEMENT

The community has meaningfully contributed to the development of Council's long-term plans via a multi-phased communication and community engagement program called *Our Place, Our Plan*.

Subject to Council endorsement, the draft Plans will be released for community consultation between 13 August and 10 September 2025. This will be supported by a comprehensive and accessible communications program to ensure all members of the Glen Eira community have the opportunity to provide feedback. A summary version of the draft Council Plan will be provided to strengthen accessibility and enable feedback from a broad range of stakeholders.

LINK TO COUNCIL PLAN

Strategic Direction 1: Well informed, transparent decisions and highly valued services
We build trust through engaging with our community, delivering quality services and making evidence-based decisions

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The draft Council Plan 2025-2029 integrating the Municipal Public Health and Wellbeing Plan, sets the strategic direction for the next four years. This plan outlines the priorities and actions required to achieve the desired outcomes for the community.

The draft Financial Plan 2025-2035 provides a comprehensive financial strategy to support Council's initiatives, ensuring fiscal responsibility and sustainability over the next decade.

The draft Asset Plan 2025-2035 focuses on the management and optimisation of Council's assets, aiming to enhance their value and utility for the community.

Lastly, the draft Climate Emergency Response Strategy 2025-2029 addresses the continuing need for Council to deliver environmental stewardship, linking directly to the draft Council Plan's strategic direction in this area.

If endorsed, these four draft plans will be released for community consultation from 13 August to 10 September 2025 to seek feedback as part of phase 4b of the *Our Place, Our Plan* consultation.

Following consultation, a further report will be prepared for Council on the outcomes of consultation, the changes required from the consultation process and the tabling of the final plans for endorsement by the end of October 2025.

GLEN EIRA CITY COUNCIL

Draft Council Plan 2025–2029



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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COUNCIL PLAN 2025–2029

Shaping Glen Eira Together

This plan fulfills the requirement for the

- *Council Plan* under the *Local Government Act 2020*
- *Municipal Health and Wellbeing Plan* under the *Public Health and Wellbeing Act 2008*
- *Disability Plan* under the *Disability Act 2006*

Acknowledgement

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. We extend our respect to all Aboriginal and Torres Strait Islander peoples.

We honour the rich histories and cultures of First Nations peoples and recognise 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.

Contents

Acknowledgement..... 2

Message from the Mayor 4

Foreword from Chief Executive 5

Introduction..... 6

Who we are and what we do..... 7

Glen Eira City Council 12

How we plan 15

Our engagement approach..... 17

Our Strategic Directions for 2025-2029..... 18

Health and wellbeing in Glen Eira..... 19

Strategic Direction 1: Community safety, cohesion, health and wellbeing..... 24

Strategic Direction 2: Diverse, welcoming and accessible places..... 37

Strategic Direction 3: Environmental stewardship 49

Strategic Direction 4: Innovative and financially sustainable..... 58

Appendix A: Engagement Report 68

Appendix B: Relevant Legislation..... 76

Appendix C: Definitions/ Glossary..... 83

Message from the Mayor

It is with great pride and optimism that I present the *Council Plan 2025–2029 - shaping Glen Eira together* - a shared vision for a stronger, healthier and more inclusive community.

This *Plan* is the result of deep listening and collaboration. Our community has shared their hopes, challenges and aspirations for the future - and we've listened. From these conversations, and guided by our *Glen Eira 2040 Community Vision*, we have developed a plan that speaks to what matters most: connection, wellbeing, inclusion and sustainability.

This *Plan* is also unique in that, for the first time, it fully integrates our health and wellbeing priorities. It recognises that how we live - the places we gather, how we get around, the opportunities we have to participate and belong - all shape our health, wellbeing and our sense of community. We've heard from young people, older adults, carers, new migrants, and those who often go unheard. All their voices are woven throughout this *Plan*.

Over the next four years, we'll focus on:

- building a community where everyone feels safe, welcome and connected
- creating accessible, vibrant places that support inclusion and participation
- taking climate action and protecting our environment for future generations and
- ensuring we remain trusted, innovative and financially responsible.

Our goal is simple: to make Glen Eira a place where everyone has a good quality of life and the opportunity to thrive.

Thank you to everyone who contributed to this *Plan* - your insight and experience make Glen Eira a better place. I look forward to working alongside you to turn our shared vision into action.



Cr Simone Zmood
Glen Eira Mayor

Foreword from Chief Executive

Our *Council Plan 2025–2029 - shaping Glen Eira* together sets a clear strategic direction for how we will serve our community over the next four years.

This *Plan* is not just about what we will do - it's about how we will deliver it. With the integration of our *Municipal Public Health and Wellbeing Plan*, we are embedding health, wellbeing, equity and inclusion into the core of our service delivery, infrastructure planning, regulatory functions and advocacy efforts.

Our focus is on outcomes that matter. That means aligning our systems, budgets and workforce with the strategic directions we set which are informed by our community:

- We will improve service quality and responsiveness to meet changing community needs.
- We will invest in smart technology, workforce capability and financial sustainability.
- We will strengthen our partnerships - with government, business, and local organisations - to leverage impact and avoid duplication.
- We will be proactive in responding to emerging risks, from climate change to digital transformation.

Importantly, we will continue to monitor and evaluate our progress through clear reporting mechanisms, ensuring accountability and transparency. Our *Integrated Planning and Reporting Framework* enables us to stay connected across all levels of the organisation, from day-to-day service delivery to long-term strategy.

Thank you to our Councillors for their leadership, to our community for their engagement and to our dedicated staff who bring this *Plan* to life every day. Together, we are building a Council - and a City - that is resilient, innovative and ready for the future.



Lucy Roffey

Chief Executive Officer
Glen Eira City Council

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Introduction

Our strategic plans all work toward *our Glen Eira 2040 Community Vision*: a thriving, and empowered community working together for an inclusive and sustainable future.

Whether we're planning for health and wellbeing, managing assets, responding to climate change or supporting our growing population, our role is to help shape a future where people and place can flourish together.

This introduction provides context for all our strategic documents - connecting our shared vision, values and planning approach across the organisation.

The purpose of this *Council Plan* is for our elected Councillors to establish the strategic directions and strategic objectives for the next four years, including our priorities for community services, facilities and infrastructure. It guides all our major decisions regarding the services we provide and the projects and initiatives we will deliver.

Our *Council Plan* is shaped by extensive and deliberative community engagement and by our *Glen Eira 2040 Community Vision*, which describes our community values and what they aspire to for the future of Glen Eira.

Who we are and what we do

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.

Our place-based approach

Our City is made up of many communities, each with its own strengths, challenges and priorities. That's why we take a place-based approach in our planning. This means engaging with people locally, understanding the unique character of each neighbourhood, and delivering solutions that reflect community needs on the ground.

This approach is essential for ensuring our work is inclusive, meaningful and effective across all parts of Glen Eira.

The Glen Eira community

Population

- 161,057 residents in 2024, projected to grow to 198,431 by 2046.¹
- 59,792 households²
- 411 residents are of Aboriginal and Torres Strait Islander Heritage²
- 4.8 per cent of residents need daily assistance due to disabilities (59 per cent female, 41 per cent male)²
- 14.1 per cent of adults identify as LGBTIQ+ (compared to 11 per cent across Victoria)²

Culture

- One-third of residents were born overseas²
- More than 120 different cultural backgrounds²

¹ ProfileID – ABS ERP 2024

² ABS (2021 census)

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- Most common countries of birth: China (4.5 per cent), India (4.4 per cent), England (3.3 per cent), South Africa (2.4 per cent), Israel (1.5 per cent)².
- Glen Eira is home to the largest Jewish community in Victoria, with 54.9 per cent of the Victorian Jewish population calling Glen Eira home²

Age²

0-4: 7,772
5-14: 18,308
15-24: 17,800
25-39: 33,850
40-54: 30,875
55-64: 16,101
65+: 24,225

Languages spoken²

Other than English, the most common languages spoken at home are:

- Mandarin (5.6 per cent)
- Greek (3.6 per cent)
- Russian (3.1 per cent)
- Hebrew (2.1 per cent)
- Hindi (1.2 per cent)

Employment and education²

- More than 90,000 employed residents
- Unemployment rate 4.2 per cent (compared to 5.3 per cent across Greater Melbourne)
- Year 12 completion rate 75.4 per cent (compared to 64.3 per cent across Greater Melbourne)

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
- More than 17,000 local businesses
- Approximately 48,000 local jobs

- 76 per cent of residents have regular public transport access within 400 metres³
- 868 kilometres of footpaths
- 9 kilometres 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

Healthcare and Education

- 4 hospitals
- 7 Council run maternal and child health centres
- 39 schools
- 1 university
- 4 Council run libraries

Sustainability and circular economy

- 12.5 per cent tree canopy cover in the public realm
- 87 average tonnes of landfill waste per household per quarter
- 238 tonnes of kerbside and municipal waste diverted annually from landfill
- 11.4 tonnes of e-waste collected annually
- 19,000 tonnes of food and grain organics collected annually

What we do

Our services

3 programs, 31 services, 120 subservices

Our Council	Our Community	Our City
The enabling services that are needed to run the organisation and connect you to our services.	People-focused services that promote health, wellbeing and participation.	The services that maintain our places and spaces.

³ Australian Urban Observatory

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Our role

As a Council, our role is broad. We:



- deliver services that support the health, wellbeing and everyday needs of our residents
- maintain public assets and infrastructure - including parks, roads, footpaths and community facilities
- plan and regulate the built environment, ensuring development supports community needs and sustainability goals
- work in partnership with community groups, service providers and other levels of government
- advocate on behalf of our community to influence decisions and secure resources
- inform and empower our residents to make decisions that benefit them and their communities

Although we directly provide many services and infrastructure, we also have other roles to play.

These roles inform how we approach our strategic priorities.

11

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<p>HIGH</p>  <p>LEVEL OF CONTROL</p>  <p>LOW</p>	<p>REGULATOR</p> <p>We act as a statutory authority, which may be on behalf of the Victorian Government, to administer legislation, make decisions and enforce regulatory controls. For example, we act as an authority when we decide on planning permit applications, and when we enforce private swimming pool regulations.</p>
	<p>PROVIDER</p> <p>We directly plan and deliver services, support, infrastructure or facilities to meet the needs of the community. For example, we directly plan for and provide immunisations to infants, school children and to eligible adults.</p>
	<p>PARTNER</p> <p>We deliver services or facilities in partnership with key stakeholders with common goals. We provide support (which may include funding) to enable other organisations to provide a service or facility. For example, we partner with local kindergartens to offer central kindergarten registration for families in Glen Eira.</p>
	<p>ADVOCATE</p> <p>We use our voice to influence the Victorian and Australian Governments (and other stakeholders) to change policy or secure funding on issues that are important to and affect the Glen Eira community. For example, we advocate to the Victorian and Australian Governments for the provision of social housing and fair funding of community services.</p>
	<p>EDUCATOR</p> <p>We share information, raise awareness, and develop knowledge and skills to empower individuals and groups. For example, we help the community understand how they can be more environmentally sustainable at home (such as by reducing rubbish and recycling more) and when travelling by promoting active transport options.</p>

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Glen Eira City Council

Our Councillors and Wards



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Glen Eira is divided into nine wards (Bambra, Booran, Caulfield Park, Jasper, Mallanbool, Moorleigh, Murrumbeena, Orrong and Wattle Grove). Each Ward is represented by one elected Councillor. At the council election on 26 October 2024 the following were elected as councillors to represent each Ward:

Jasper Ward

Cr Arabella Daniel
t: 0418 124 091
e: ADaniel@gleneira.vic.gov.au
Caulfield Park Ward

Bambra Ward

Cr Margaret Esakoff
t: 0407 831 893
e: MEsakoff@gleneira.vic.gov.au
Murrumbeena Ward

Booran Ward

Cr Jane Karslake
t: 0403 249 841
e: JKarslake@gleneira.vic.gov.au
Moorleigh Ward



Cr Sam Parasol
t: 0466 372 822
e: SParasol@gleneira.vic.gov.au
Mallanbool Ward



Cr Luca Ragni (Deputy Mayor)
t: 0419 525 263
e: LRagni@gleneira.vic.gov.au
Wattle Grove Ward



Cr Kay Rimbaldo
t: 0482 838 711
e: KRimbaldo@gleneira.vic.gov.au
Orrong Ward



Cr Kimberley Young
t: 0467 312 854
e: KYoung@gleneira.vic.gov.au



Cr Li Zhang
t: 0499 357 262
e: LZhang@gleneira.vic.gov.au



Cr Simone Zmood (Mayor)

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Glen Eira 2040 Community Vision

Our [Community Vision](#) describes what our residents and ratepayers aspire to for the future of Glen Eira. It captures what community members most value about our community and sets out the future vision and aspirations for the community for at least the next 10 years.

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

Principle	Description
1 We work together	We will always work together in collaboration with Glen Eira residents to ensure fair and equitable decision-making.
2 Planning for Community Resilience	Our Glen Eira must be adaptable to address social, natural, economic and environmental futures, in particular climate change.
3 Inclusive and Healthy Community	All members of our Glen Eira community feel a strong sense of belonging and feel safe with equitable access to all public resources.
4 Maximise and diversify our green and natural spaces	Preserve, regenerate and maximise green and natural spaces and develop connected green areas across our boundaries (in both private and public spaces), in consultation with First Nations peoples.
5 We are proactive in meeting challenges and innovate using evidence-based methods	Finding innovative, effective and creative solutions in advance to support long-term, monitored sustainability and the wellbeing of the community.
6 Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression	Commitment to facilities and spaces being available and accessible to all ages and abilities to express themselves creatively and freely. Celebrating the artistic and cultural diversity in our community including the evolving cultural values and established traditions of our First Nations peoples.

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How we plan

We take an integrated approach to planning, guided by our *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most - inclusivity, sustainability, wellbeing, creativity and connectedness - and what people want Glen Eira to become over time.

Our *Integrated Planning and Reporting Framework* also guides our work and ensures all our strategies and plans align to our *Vision* and to this *Council Plan 2025–2029*. Our resourcing strategies provide detail on the financial resources (*Financial Plan, Budget*), physical assets (*Asset Plan*) and employees (*Workforce Plan*) we need to keep delivering essential services and work towards achieving our strategic objectives.

This means our strategic plans connect and support each other. They are all part of a shared commitment to delivering meaningful outcomes for our community.



This *Plan* also addresses legal requirements that all councils must comply with. For details on these see *Appendix B: Relevant Legislation*.

All our strategies share a common foundation: they are shaped by community values, built on strong evidence, and guided by a long-term vision for a more inclusive, sustainable and connected future. We know that effective planning must also be:

- informed by our community - shaped by what matters most to our residents and stakeholders
- evidence-based - drawing on data, research and expert insight
- place-based - tailored to the diverse needs and identities of local communities across Glen Eira
- resource-focused - aligned to available budgets, assets, and workforce capability
- adaptable - ready to respond to emerging risks, challenges and opportunities

These principles guide how we approach every strategic plan - whether it's about climate, assets, biodiversity or finance.

All our plans are living documents - regularly reviewed and updated to reflect changing conditions, emerging evidence, and what we continue to learn through engagement and delivery.

Staying accountable

We are committed to being transparent about our progress and staying connected to our community's needs. Each year, we set specific actions, measure our impact, and report back to the community through our Mid-year Report, and *Annual Report*.

Our *Annual Report* will contain the results of the strategic indicators set in this *Plan*, and updates on how we have progressed in delivering the actions from our *Council Plan Annual Action Plan*.

We also commit to reporting transparently on all strategic plans we adopt, where more detailed performance information on subjects that matter to the community are outlined. We will continue to evolve our approach and develop strategic indicators and metrics to ensure we can accurately measure and share our performance.

Our results aren't just buried in reports. Throughout the year we provide insights that are relatable and engaging through compelling storytelling using real-life examples through *Gen Eira News*, our website and social media to ensure we keep our community informed.

Our engagement approach

Our future planning is built on meaningful engagement with our community. Over a 12-month period, we had our largest ever conversation with the Glen Eira community through a dedicated engagement program called *Our Place, Our Plan (OPOP)*.

This integrated, multi-phased program invited residents, stakeholders and partners to help shape the future of our City. The engagement took a place-based lens to ensure local voices were heard in local contexts.

We connected with the community and our partners through a range of activities - both online and face-to-face - including pop-ups, drop-in sessions, focus groups, intercept surveys, interviews and stakeholder workshops. The engagement was designed to reach people across all Glen Eira suburbs and demographic groups, with targeted efforts to involve children and young people, people with disability, multicultural communities and other underrepresented groups.

A key component of this process was the establishment of a representative *Community Priorities Panel* - a deliberative citizen panel of 39 residents who worked together to provide us with informed recommendations on the priorities that matter most.

Each phase of engagement gathered insights on community values, needs and aspirations - helping us understand what outcomes people want to see over the next four years. These insights directly informed the development of this *Plan* and our strategic priorities.

Reports from all engagement phases are available at haveyoursaygleneira.com.au/OPOP

Our Strategic Directions for 2025-2029

Our strategic directions respond to the *Gen Eira 2040 Community Vision*, through which our community told us their aspirations for the future. We engaged with our community extensively during the development of this *Plan* and their input has shaped our key areas of focus over the next four years.

Our strategic directions are:

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

Under each strategic direction we set:

- **Strategic objectives** - the goals we want to achieve.
- **Strategic priorities** - that will guide the initiatives that contribute to achieving our objectives
- **Strategic indicators** - how we will measure our progress

Health and wellbeing in Glen Eira

We play a key role in enhancing the health and wellbeing of the local community.

Our municipal public health and wellbeing planning is integrated with the *Council Plan*. We have done this to elevate our commitment to health and wellbeing and ensure we put planning for the health and wellbeing of our community at the heart of what we do.

This *Plan* has been developed with consideration of our Municipal Strategic Statement, ensuring alignment between long-term land use, urban development, and the health and wellbeing priorities of our community.

Our health and wellbeing priorities

To identify the health and wellbeing priorities of most importance to our community, we undertook extensive community and stakeholder engagement as well as a thorough review of our existing strategies, local health and social data, community insights and relevant legislation, particularly the *Victorian Public Health and Wellbeing Plan 2023-2027*.

A summary of the health status and health determinants of our residents in Glen Eira, can be found at gleneira.vic.gov.au/services/community-support/municipal-public-health-and-wellbeing-planning.

This process ensures the health and wellbeing needs of the community are met with evidence-based strategies. By focusing on these key areas, we can have confidence that our strategic planning effectively addresses the health and wellbeing needs of our residents.

The health and wellbeing focus areas for the next four years have been identified as:

1. **Preventing all forms of violence** – Building a community-wide approach to addressing community, family, sexual and gender-based violence by advancing a culture of safety respect, and equality.
 - 70 per cent of individuals affected by family violence are female⁴
 - People aged 35-44 years are the most affected age group⁴
 - 216 children (0–17 years) were involved in incidents in 2024⁴
2. **Increased active living** - Increasing physical activity and movement in daily life by supporting recreational opportunities and environments that encourage active lifestyles.
 - Only 37 per cent of adults in Glen Eira meet recommended physical activity guidelines⁵
 - 41.6 per cent sit for more than seven hours a day, compared to 32.6 per cent in Victoria⁵

⁴ Crime Statistics Agency Victoria

⁵ 2023 Victorian Population Health Survey (Early release data)

3. **Improving wellbeing** – Promoting mental health, encouraging social connections and creating a safe and respectful community culture.
 - 16.9 per cent experience high psychological distress⁵
 - 21.0 per cent sought professional mental health support in past year⁵
 - One-person homes make up 27.3 per cent of our households²
4. **Reducing harm** - Reducing the negative impacts associated with tobacco, vaping, gambling, alcohol and other substance use.
 - 7.2 per cent of Glen Eira adults are daily smokers⁶
 - 5.8 per cent of Glen Eira adults vape regularly⁶
 - 9.4 per cent drink alcohol at high-risk levels⁵
 - \$71.8 million was lost to gambling via Electronic Gaming Machines in 2023/24⁷
5. **Tackling climate change and its impacts on health** – Developing a resilient community that is adapting to the health impacts of climate change.
 - Glen Eira has the lowest public open space in metropolitan Melbourne (4.4 per cent)
 - Urban heat zones are 8-12°C warmer than non-urban areas⁸
 - Vulnerable groups: elderly, children, people with chronic illness⁹

While the focus areas outlined above represent the key priorities for Glen Eira over the next four years, we acknowledge that other important health and wellbeing issues may emerge or gain prominence over time.

We will remain responsive and flexible to community needs and are committed to monitoring local data, listening to community insights and adjusting our priorities and actions accordingly. This ensures we are able to respond effectively to emerging issues, opportunities and challenges as they arise.

Integrating our health and wellbeing priorities

Health and wellbeing are central to every aspect of our work — not just in this *Plan*, but across all our strategic planning. Access to green spaces, housing, transport, safety, and social inclusion all shape people's wellbeing.

That's why every strategic plan considers the impact it will have on community health, wellbeing, equity and inclusion. We work closely with community organisations, local Traditional Owners, health services and other partners to make sure our strategies promote fairness, opportunity and long-term wellbeing for all.

⁶ Victorian Smoking and Health Survey, Cancer Council

⁷ Victorian Gambling and Casino Control Commission

⁸ Greening Melbourne interactive map

⁹ Sweltering Cities. (n.d.). Climate change & heatwaves. <https://swelteringcities.org/heatwave-information/>

Throughout this *Plan*, you'll find the ♥ icon, which highlights items that contribute to addressing our health and wellbeing priorities. In our other relevant plans, strategies and guiding documents, you'll find the ♥ icon identifying items that support our health and wellbeing priorities.

Working in partnership

We recognise that achieving meaningful health and wellbeing outcomes for our community requires strong, sustained partnerships with key agencies and community groups. While our obligations under the *Public Health and Wellbeing Act 2008* mandate collaboration, our commitment goes beyond compliance. We understand that by aligning our efforts and resources, we can deliver greater impact, more efficiently. We play a vital role in connecting, supporting, advocating for, and resourcing initiatives that align with shared goals.

We have actively engaged our partners to validate the data and insights that informed this *Plan*, explore strategic alignment, anticipate sector changes, and gather local stories that illustrate our findings.

This collaborative approach will continue throughout the life of the *Plan*, as we maintain open communication, co-design initiatives, and refine actions in response to emerging needs. Our key partners are noted throughout the strategic directions of this *Plan*, reflecting our shared commitment to a healthier community.

An inclusive community

We believe that a truly vibrant and resilient community is one where everyone feels seen, heard and valued. Inclusion is at the heart of our *Community Vision* — and we deliver on this not as a single initiative, but as a guiding principle embedded across all aspects of our planning, services and civic life.

Through a strengths-based, life-stage and intersectional approach, we are committed to creating environments that create participation, wellbeing and dignity for all. We will bring our inclusive vision to life with targeted actions and partnerships that support First Nations peoples, people with disabilities, LGBTIQ+ communities, multicultural residents and others who experience systemic disadvantage.

Our approach to inclusion and equity

Our services are designed to be universally accessible while also responsive to those who face systemic disadvantage, discrimination, or marginalisation.

Inclusion is not one-size-fits-all. As we implement this *Plan*, we take a life-stage approach, recognising that people's needs change over time. We focus on key life stages:

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- early childhood and middle years (0–11)
- adolescence and early adulthood (12–24)
- adulthood (25–59)
- older adulthood (60+)

We also apply an intersectional lens — recognising that people's experiences are shaped by multiple, overlapping factors such as race, culture, gender, ability, age, sexuality, and socio-economic status. This approach ensures our planning, service delivery, and advocacy are grounded in the lived experiences of those most impacted by exclusion.



Putting inclusion into practice

We recognise that not everyone starts from the same place or has equal access to the resources they need to thrive. We also recognise the diverse nature of our community. Inclusion means ensuring everyone has the opportunity to participate fully in civic life, with services and supports tailored to meet diverse needs and experiences.

First Nations peoples: We honour the enduring connection of First Nations peoples to Country and are committed to walking alongside Traditional Owners and Aboriginal and Torres Strait Islander communities in the spirit of truth, respect and self-determination.

We work in partnership with Aboriginal organisations and community members to ensure our services, spaces and programs are culturally safe, inclusive and reflective of First Nations voices and values. Guided by our *Reconciliation Action Plan*, we support initiatives that celebrate culture, promote reconciliation and strengthen community leadership, while continuing to listen, learn and act to address systemic inequities.

People with disabilities: We are committed to building a city where people of all abilities can participate fully and equally. This includes accessible infrastructure, inclusive communication, and co-designed services that reflect lived experience. We work alongside people with disabilities, carers, and advocacy groups to ensure our programs support independence, inclusion, and dignity.

Throughout this *Plan*, you'll find 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. In our other relevant plans, strategies and guiding documents, you'll find the  icon identifying items that support the inclusion of people with disabilities.

Progress on disability inclusion will be tracked through annual reporting and reviewed as part of our broader performance monitoring. We are committed to embedding accountability measures aligned with our *Disability Action Plan* obligations under section 38 of the *Disability Act 2006* (Vic).

These reports are available on our [website at gleneira.vic.gov.au/about-council/our-performance](https://www.gleneira.vic.gov.au/about-council/our-performance)

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LGBTIQA+ communities: Glen Eira is a place where LGBTIQA+ people are valued, visible and safe. We work in partnership with LGBTIQA+ communities to create inclusive policies, services and spaces that affirm diverse identities and experiences.

Through support for inclusive service provision and events, visibility campaigns and safe spaces, we foster belonging and connection. We also recognise the unique challenges faced by LGBTIQA+ individuals and provide targeted support to promote wellbeing, equity and full participation in community life.

Multicultural communities: Glen Eira is home to a vibrant mix of cultures, languages and faiths. We are committed to creating a city where everyone feels welcome, culturally safe, respected and able to participate fully in community life.

Our services are designed to be culturally inclusive, with multilingual resources, support for cultural events and strong partnerships with local multicultural and faith-based organisations. We also provide targeted support for migrants, refugees and people seeking asylum to help them access services, build connections and thrive in Glen Eira.

Embedding inclusion and equity in everything we do

We are committed to building a community where every person - regardless of ability, age, gender, sexuality, culture or identity - can thrive. Our vision of inclusion is not limited to meeting legislative obligations under the *Gender Equality Act 2020*, *Disability Discrimination Act 1992*, the *Disability Act 2006* and the *Victorian Charter of Human Rights and Responsibilities Act 2006*. It is about actively shaping a city that is welcoming, accessible and equitable for all.

We commit to undertaking Gender Impact Assessments for policies, programs and services with a direct and significant public impact, in alignment with the *Gender Equality Act 2020* (Vic), to ensure inclusive, equitable outcomes for all community members.

Strategic Direction 1: Community safety, cohesion, health and wellbeing

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

We’re committed to creating a safe and inclusive community by working with our community, local health services, and partner organisations to tackle the issues that matter most - like preventing family violence, promoting healthy eating and active living, and addressing the health impacts of climate change.

We will support the health and wellbeing of people at every stage of life, with extra care for those who are often overlooked - people with disabilities, those facing challenges, and people from culturally diverse backgrounds. Everyone deserves to feel valued, included and supported.

We also know that arts and culture play a big role in how connected we feel to each other. Through inclusive programs and vibrant events, we’ll celebrate our diversity and create opportunities to build respect, understanding and belonging across our whole community.

We will focus on achieving the following **strategic objectives** so that:

- 1.1 Our community feels safer
- 1.2 Our vibrant arts and culture programs strengthen the cohesion of our community
- 1.3 Our community has a strong sense of connection and belonging
- 1.4 Our community has improved physical and mental health and wellbeing
- 1.5 Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill health

This strategic direction links to the following **Community Vision** priorities:

3. Inclusive and Healthy Community	All members of our Glen Eira community feel a strong sense of belonging and feel safe with equitable access to all public resources.
6. Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression	Commitment to facilities and spaces being available and accessible to all ages and abilities to express themselves creatively and freely. Celebrating the artistic and cultural diversity in our community including the evolving cultural values and established traditions of our First Nations peoples.

25

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Strategic Direction 1: Community safety, cohesion, health and wellbeing**Our roles**

Regulator: Enforcing public health standards, food safety regulations and local laws that protecting community health, safety and wellbeing. Regulating activities that may impact community safety, such as noise, overcrowding, and unsafe housing.

Provider: Delivering and supporting programs, services, events and infrastructure that promote safety, wellbeing, social connection and active lifestyles. This includes mental health initiatives, violence prevention efforts, inclusive arts and cultural programming, and recreational opportunities that encourage healthy living.

Partner: Collaborating with a broad range of partners including Victoria Police, community health providers, sports clubs, cultural groups and Traditional Owners to ensure coordinated responses to safety, inclusion and wellbeing.

Advocate: Advocating to the Victorian and Australian Governments for investment in health, safety and wellbeing initiatives, including mental health services, arts and cultural infrastructure, active transport and violence prevention, as well as policy change for e-Transport.

Educator: Raising awareness and building community capacity through campaigns and initiatives that promote respectful relationships, cultural understanding, healthy behaviours and a strong sense of belonging.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Community health services
- Community Security Group
- Disability support providers
- Emergency Services
- Family violence support services
- Hatzolah
- Multicultural groups and organisations
- Neighbourhood Houses
- Neighbourhood Watch
- Peninsula Community Legal Centre
- Senior Citizens Clubs
- Schools and adult education centres
- South East Public Health Unit
- Specialist health services
- Traditional Owner groups

Strategic Direction 1: Community safety, cohesion, health and wellbeing

- Victorian Department of Health (DH) and other DH-funded programs and services
- Victorian Department of Justice and Community Safety
- Monash University and other tertiary institutions
- Neighbouring councils
- Victoria Police
- Women’s Health in the South East



As part of our ongoing commitment to engaging with our community, we will establish a Community Advisory Committee to focus on this strategic direction and provide ongoing advice and feedback to us throughout the life of this *Plan*.

Services

We are committed to providing equitable access to services and opportunities for everyone. Our approach is guided by the principles of accessibility and inclusivity, ensuring all community members can participate fully in community life.

Our efforts will include engaging with diverse community groups to inform our planning and decision-making processes, ensuring the voices of people of all abilities and backgrounds are heard and considered.


The following services we deliver support this strategic direction:

Service	Description
Children’s Services	Provides education, 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.
 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.
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.
 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 opened in early 2025 and includes three Group Exercise rooms, Learn to Swim pool, warm water pool, spa, sauna and steam room as well as a fully accessible splash pad and cafe Caulfield Recreation Centre has a variety of health and fitness programs to suit all fitness levels.

27

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Strategic Direction 1: Community safety, cohesion, health and wellbeing

Service	Description
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.
Glen Eira Libraries	Glen Eira 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. Our 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.
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.
Pets and animals	Maintains a register of around 4,250 cats and 12,500 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.
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.
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.
Residential aged care	Provides accommodation and lifestyle choices for residents at Warrawee Community. Eligibility is determined by the Commonwealth Aged Care Assessment Service.
Respect, equity and inclusion 	Supports equity, access and inclusion for people of all abilities, ages, cultures, genders, faiths and sexualities. Delivers and implements our <i>Community Wellbeing Plan</i> , <i>Gender Equality Action Plan</i> , <i>Reconciliation Action Plan</i> and social and affordable housing priorities. Oversees the development and implementation of social policy in response to emerging community needs.
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

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Strategic Direction 1: Community safety, cohesion, health and wellbeing

Strategies, plans and guiding documents

The following strategies, plans and **guiding documents support the delivery of this strategic direction:**

Strategic objective	Strategy or guiding document	Date adopted
1.1 Our community feels safer	Council Plan annual action plan	To be adopted annually
1.2 Our vibrant arts and culture programs strengthen the cohesion of our community	Reconciliation Action Plan Council Plan annual action plan	To be adopted annually
1.3 Our community has a strong sense of connection and belonging	Reconciliation Action Plan Council Plan annual action plan	Pending approval
1.4 Our community has improved physical and mental health and wellbeing	Walking and Accessibility Action Plan 2019-2024	December 2019
	Glen Eira Active Recreation Action Plan 2021	July 2021
	Glen Eira Tennis Strategy	November 2018
	Glen Eira City Council Fair Access Action Plan 2024–2028	September 2024
	Integrated Transport Strategy 2018-2031 (2024 refresh)	June 2024
1.5 Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health	Council Plan annual action plan	To be adopted annually

Our policies

The following documents provide direction or guidance for this priority:

- Child Safeguarding Policy
- Community Grants Policy
- Disability Support Policy
- Food Safety Management and Public Health Protection Policy
- Independent Living Units for Older Persons Policy
- Prevention of Family Violence and Violence Against Women Policy
- Prevention of Harm from Gambling Policy
- Residential Care Services for Older Persons Policy
- Rooming House Policy
- Volunteer Recognition Policy

Strategic objective 1.1: Our community feels safer

Why is this important to us?

Creating a community where people feel safe is essential to improving quality of life, supporting inclusion and encouraging people to participate fully in local life. Through *Our Place, Our Plan*, we heard that safety is a top concern - 46 per cent of survey respondents prioritised enhancing community safety, and 81 per cent said preventing all forms of violence should be a high priority.

While Glen Eira is already one of Victoria’s safest municipalities, we know that feeling safe is just as important as being safe. That’s why we work closely with local partners to address the causes of violence, design welcoming public spaces and support those most at risk - so everyone in our community can feel secure, connected and confident in their daily lives.

Strategic priorities

We will focus on the following priorities in support of this objective:

- collaborate with stakeholders to raise awareness and build community capacity to address, prevent and support community safety and safe neighbourhoods
- advocate to the Victorian and Australian governments for stronger investment in violence prevention, community safety infrastructure and support services

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health	Preventing all forms of violence, including community, family and gender-based violence is essential to improving emotional and cultural safety and reducing trauma. Reducing harm from substances such as alcohol, tobacco, and gambling also contributes to public safety by lowering the incidence of violence and injury. A safe and resilient environment supports mental health, encourages participation in community life, and reduces the disproportionate impacts of climate change—particularly on vulnerable groups such as children, older adults, and those with chronic illness, and low-income households.
✓ Preventing all forms of violence	
Increased active living	
✓ Improving wellbeing	
✓ Reducing harm	

Strategic Indicators

Strategic indicators	Most recent result	Target
Feeling safe in Glen Eira during the day	92 ¹⁰ (2025)	Maintain or increase
Feeling safe in Glen Eira after dark	59 ¹⁰ (2025)	Increase

¹⁰ Community satisfaction survey 2025

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

Why is this important to us?

Arts and cultural events play an important role in bringing us together and building pride in our community. With 37 per cent of people in Glen Eira born overseas, these events help celebrate our diversity and create opportunities to connect across cultures. Through *Our Place, Our Plan*, many of you told us you want more festivals and events that bring us all together - 31 per cent of survey respondents said these activities help strengthen community connections.

By supporting vibrant arts and culture programs, we’re not just creating fun and memorable experiences — we’re also enhancing everyone’s quality of life, making Glen Eira a welcoming and lively place where people feel connected and included.

Strategic priorities

We will focus on the following priorities in support of this objective:

- improve the diversity of Council run events to increase community participation
- provide local and meaningful opportunities for arts and creative participation, learning and expression
- strengthen relationships with First Nations people and Traditional Owner groups

♥ How this objective supports our health and wellbeing priorities

Climate change and health Preventing all forms of violence Increased active living ✓ Improving wellbeing Reducing harm	Engagement in arts and cultural events supports emotional wellbeing, community pride and connection. It also provides inclusive platforms for diverse cultural expression, promoting cross-cultural empathy and reducing social isolation.
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Strategic indicators

Strategic indicators	Most recent result	Target
Community satisfaction with community and cultural activities	68 (2025) ¹⁰	Maintain or increase
Community satisfaction with arts centres and libraries	75 (2025) ¹⁰	Maintain or increase

Strategic objective 1.3: Our community has a strong sense of connection and belonging

Why is this important to us?

Feeling connected to others is vital to our wellbeing. It helps reduce loneliness, supports mental health and builds a stronger, more caring community. Through *Our Place, Our Plan*, we heard that connection matters - 48 per cent of survey participants said helping people feel more connected should be our top health and wellbeing priority. One in three focused specifically on reducing loneliness and social isolation. With over a quarter of our residents living alone, and 14.1 per cent identifying as LGBTIQA+, it's clear that inclusive initiatives are more important than ever.

We're committed to listening to what you've told us - removing barriers to participation, improving access to our programs and spaces, and celebrating our diverse community - so that everyone feels welcome, valued and able to belong.

Strategic priorities

We will focus on the following priorities in support of this objective:

- support social cohesion initiatives that promote respect, inclusion and improve access to opportunities for connection
- improve the accessibility of programs, services and facilities that we and our partners provide to the community
- prioritise support for those experiencing social isolation, vulnerable families and whose health may be impacted by climate change
- improve our approach to promoting diversity and inclusion, gender equity and supporting people with disability
- build the capacity and resilience of local community groups that promote connection, cultural expression and participation across all ages and backgrounds.

♥ How this objective supports our health and wellbeing priorities

<p>✓ Climate change and health</p> <p>✓ Preventing all forms of violence</p> <p>Increased active living</p> <p>✓ Improving wellbeing</p> <p>Reducing harm</p>	<p>Promoting inclusion and social activity strengthens mental health and creates opportunities for connection, particularly for isolated or marginalised groups. A strong sense of belonging contributes to a culture of respect, which supports the prevention of violence and racism in community settings. Building inclusive and resilient communities also helps ensure vulnerable groups are supported in the face of climate-related stresses.</p>
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32

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Strategic Direction 1: Community safety, cohesion, health and wellbeing

Strategic indicators

Strategic indicators	Most recent result	Target
Opportunities to be active and involved in the community	55 (2025) ¹⁰	Increase
Quality of life in the City of Glen Eira	90 (2025) ¹⁰	Maintain or increase
Community groups awarded grants	138 (2024–25)	TBA

Strategic objective 1.4: Our community has improved physical and mental health and wellbeing

Why is this important to us?

Supporting your health and wellbeing helps build resilience, stronger connections and a better quality of life — so everyone can take part fully in our community. We also understand that things like housing pressures and the rising costs of living affect how well people are doing, and we’re committed to raising awareness and working on these bigger issues alongside you. Through *Our Place, Our Plan* survey respondents highlighted the importance of active living, with 82 per cent and mental wellbeing, with 81 per cent as top priorities. Encouraging active transport options like walking and cycling not only boosts physical fitness but also enhances mental health and overall wellbeing across our community.

We know that while many in Glen Eira enjoy high life satisfaction and long-life expectancy, some still face challenges - like mental health hospital admissions and higher fall risks for older adults—and only 37 per cent of residents meeting physical activity guidelines. That’s why we’re focused on providing multi-use recreation spaces, quiet sensory-friendly areas, and making better use of our community assets to support both social and mental health needs —helping you live a healthier, fuller life.

Strategic priorities

We will focus on the following priorities in support of this objective:

- increase collaboration and partnerships to enhance the health, wellbeing and resilience of the community
- raise awareness of issues impacting our community, such as mental health, cost-of-living pressures, affordable housing, and homelessness.


♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health Preventing all forms of violence	Regular physical activity improves cardiovascular health, reduces stress, and enhances mood, while reducing harm from substances such as tobacco, alcohol, and gambling helps prevent chronic illness and supports recovery. Improving mental wellbeing enables individuals to participate more fully in community life, reducing isolation and fostering inclusion. Additionally, strengthening health and wellbeing enhances resilience to climate change impacts, such as heatwaves and extreme weather, which disproportionately affect vulnerable populations.
✓ Increased active living	
✓ Improving wellbeing	
✓ Reducing harm	

34

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Strategic Direction 1: Community safety, cohesion, health and wellbeing

Strategic Indicators

Strategic indicators	Most recent result	Target
Glen Eira Leisure Everybody Active program attendances 	5,804 (2024-25)	Maintain or increase
Glen Eira Leisure membership	18,602 (2024-25)	Maintain or increase
Self-reported psychological distress	16.9% (2023) ⁵	Decrease
Residents meeting physical activity guidelines	37.0% (2023) ⁵	Increase

35

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Strategic Direction 1: Community safety, cohesion, health and wellbeing

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

Why is this important to us?

Living a healthy life helps you feel better, stay active and avoid preventable illness or injury - and it's key to improving your overall quality of life. By creating healthier environments and supporting informed choices, we can help everyone in our community thrive. Through *Our Place, Our Plan*, we heard from 51 per cent of respondents that healthy eating is a top health priority. We also heard that not everyone finds it easy to stay healthy, and there are growing concerns around vaping, high-risk alcohol use, gambling and rising sexually transmitted infection rates.

We're working to break down the barriers to healthy living by improving access to services, creating more opportunities to be active, and advocating for safer, more accessible transport options, including active transport. We also play an important role in preventing harm by promoting respectful relationships, advancing gender equity and addressing the drivers of gender-based violence.

We're putting these commitments into action by:

- **promoting gender equity and respectful relationships** through primary prevention initiatives that address the root causes of family violence, including community education and active bystander programs
- **Supporting victims of family violence** by working with partners to improve access to culturally appropriate services, information, and programs that respond to their needs and promote safety.

Strategic priorities

We will focus on the following priorities in support of this objective:

- raise community awareness of the harms from tobacco and vaping, alcohol and gambling and preventable illness.
- promote healthy lifestyles by sharing information and encouraging behaviour change
- strengthen gender equity and prevention of family violence and all forms of violence against women and children.

36

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Strategic Direction 1: Community safety, cohesion, health and wellbeing

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health	Addressing the underlying drivers of gender-based violence, such as inequality and lack of access to support, strengthens community safety and promotes respectful relationships. Reducing harm from substances, such as tobacco, alcohol and vaping; and gambling is critical to preventing ill health and supporting recovery, particularly among vulnerable populations. Additionally, promoting sustainable living reduces environmental harm and supports long-term health by improving air quality, reducing urban heat, and encouraging climate-resilient behaviours.
✓ Preventing all forms of violence	
Increased active living	
Improving wellbeing	
✓ Reducing harm	

Strategic Indicators

Strategic indicators	Most recent result	Target
Family violence incident rate	751.9 incidents per 100,000 residents (December 2024) ⁴	Decrease
Participation in maternal child health programs	79.1% (June 2025)	TBA
Immunisation attendances	5,537 (June 2025)	TBA

Strategic Direction 2: Diverse, welcoming and accessible places

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

We'll continue to invest in green spaces, community facilities and activity centres that are safe, inclusive, and easy to access for all ages and abilities. From versatile open spaces to local libraries and shopping strips, we're making sure our spaces work for everyone, whatever their needs or stage of life.

Good design and thoughtful planning will also shape how we live and move. By designing public, play and active transport spaces to consider thermal comfort and protection from both direct and indirect UV exposure we support safe and healthy use year-round.

We'll support housing that offers choice and suits the needs of our changing community, while respecting the unique character of our neighbourhoods. We're also improving connections - by foot, bike, bus or car - so people can get where they need to go safely and easily.

By making our places more inclusive, more usable and more connected, we're ensuring Glen Eira remains a great place to live, study, work and visit now and in the future.

We will focus on achieving the following **strategic objectives** so that:

- 2.1 Our green open spaces and community facilities are well used, well located and accessible
- 2.2 Our places are safe, healthy and versatile
- 2.3 Our vibrant and clean activity centres support a thriving local economy
- 2.4 Our places are well connected by a variety of transport options
- 2.5 We have diversified housing options while maintaining local neighbourhood character

This strategic direction links to the following **Community Vision** priorities:

2. Planning for Community Resilience	Our Glen Eira must be adaptable to address social, natural, economic and environmental futures, in particular climate change.
3. Inclusive and Healthy community	All members of our Glen Eira community feel a strong sense of belonging and feel safe with equitable access to all public resources.

Strategic Direction 2: Diverse, welcoming and accessible places

4. Maximise and diversify our green and natural spaces	Preserve, regenerate and maximise green and natural spaces and develop connected green areas across our boundaries (in both private and public spaces), in consultation with First Nations peoples.
6. Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression	Commitment to facilities and spaces being available and accessible to all ages and abilities to express themselves creatively and freely. Celebrating the artistic and cultural diversity in our community including the evolving cultural values and established traditions of our First Nations peoples.

Our roles

Regulator: Shaping safe, inclusive and accessible places through planning controls, building regulations and local laws. Assessing development proposals to encourage alignment with neighbourhood character, accessibility standards and community needs. Regulating signage, parking, and the use of public spaces to support safety, amenity and equitable access.

Provider: Designing, delivering and maintaining high-quality parks, open spaces, community facilities, streetscapes, transport infrastructure and housing planning that are safe, inclusive and adaptable. Providing amenities and services that support active living, community connection and local economic vitality while preserving the unique character of our neighbourhoods.

Partner: Working collaboratively with community groups, local businesses, sporting clubs, cultural organisations, Traditional Owners, Victoria Police, Victorian Government agencies, transport providers and regional partners to activate spaces, improve access, enhance safety and strengthen the local economy.

Advocate: Championing the needs of our community by advocating to other levels of government for funding, infrastructure investment, transport improvements, affordable and diverse housing and policy reforms that promote inclusive, sustainable and thriving places.

Educator: Promoting the value of green spaces, local businesses, sustainable transport, safety, accessibility and neighbourhood character through community campaigns, programs, engagement and information sharing, empowering residents and businesses to contribute to a welcoming and liveable Glen Eira.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Caulfield Racecourse Reserve Trust
- Community safety committee
- Local schools
- Melbourne Racing Club

Strategic Direction 2: Diverse, welcoming and accessible places

- Traders' associations
- Victoria Police
- Victorian Government Department of Transport and Planning

As part of our ongoing commitment to engaging with our community, we will establish a Community Advisory Committee to focus on this strategic direction and provide ongoing advice and feedback to us throughout the life of this *Plan*.

Services


In line with our commitment to inclusivity, we will ensure all public spaces and facilities are designed to accommodate people of all abilities and backgrounds. This includes implementing universal design principles and making necessary modifications to existing infrastructure to remove barriers to access for everyone.

We will actively engage with diverse community groups to ensure the design and development of public spaces and facilities meet the varied needs of our community. This engagement will inform our planning and decision-making processes, ensuring the voices of people of all abilities and backgrounds are heard and considered.

The following services we deliver support this priority:

Service	Description
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.
Building and Town Planning	Determines around 1,000 planning applications per year, as well as subdivision applications. Represents us 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.
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 5,200 residential parking permits and 1,625, accessible parking permits for people with disabilities per year.
Parks and sports grounds	Maintains and enhances approximately 172 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.
Road and transport infrastructure	Manages and maintains almost 500 kilometres of local roads in the City of Glen Eira, along with streetlighting, public signage, footpaths and cycle paths.
Street and shopping centre amenity	Keeps our local streets and shopping centres clean and removes graffiti. Provides signage and street furniture.

Strategic Direction 2: Diverse, welcoming and accessible places

Service	Description
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.
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, including cycling. Advocates for policy change to support our transport network.
Venue management and hire	Manages our venues and facilities such as meeting rooms, halls, pavilions, multipurpose courts and rotundas that are available for the community to hire.

Strategies, plans and guiding documents

The following strategies, plans and guiding documents support the delivery of this strategic direction:


Strategic objective	Strategy or guiding document	Date adopted
2.1 Our green open spaces and community facilities are well used, well located and accessible	Open Space Strategy (refresh)	June 2020
	Public Toilet Plan 2022-2027	August 2022
	Strategic Property Plan 2025-2030	June 2025
	Asset Plan 2025-2035	October 2025
	Pavilion Redevelopment Strategy 2017	July 2017
	Fair Access Action Plan 2024-2028	September 2024
	Property Strategy - July 2021	August 2021
2.2 Our places are safe, healthy and versatile	Better Streets, Better Places 2023-2033	November 2023
	Public Toilet Plan 2022-2027	August 2022
	Active Recreation Action Plan 2021	July 2021
	Master Plans	Various
	Strategic Property Plan 2025-2030	June 2025
	Asset Plan 2025-2035	October 2025
	City Municipal Emergency Management Plan 2020	
	Placemaking Strategy 2023-2027	May 2023
2.3 Our vibrant and clean activity centres support a thriving local economy	Domestic Animal Management Plan (DAMP) 2022-2026	November 2021
	Economic Development Action Plan 2024-2026	June 2024
	Activity Centre Structure Plans for Bentleigh, Carnegie, Caulfield, East Village, Elsternwick and Glen Huntly	Various
	Integrated Transport Strategy 2018-2031 (2024 refresh)	June 2024
2.4 Our places are well connected by a variety of transport options	Placemaking Strategy 2023-2027	May 2023
	Integrated Transport Strategy 2018-2031 (2024 refresh)	June 2024
	Better Streets, Better Places 2023-2033	November 2023
	Road Management Plan 2021	October 2021
	Cycling Action Plan 2019-2024	December 2019
	Housing Strategy 2022	November 2022

Strategic Direction 2: Diverse, welcoming and accessible places

Strategic objective	Strategy or guiding document	Date adopted
2.5 We have diversified housing options while maintaining local neighbourhood character	City Plan - Activity Centre, Housing and Local Economy Strategy 2022	February 2020

Our policies

The following documents provide direction or guidance for this outcome:

- Asset Management Policy
- Car Share Policy
- Community Engagement Policy 2021
- Community Facilities for Seniors Community Groups Policy
- Leasing and Licensing Policy (as amended)
- Graffiti Management Policy
- Investment Policy (as amended)
- Parking Policy 
- Roads and Reserves – Discontinuance and Sale Policy 2015 (under review)
- Sale of Land and Buildings Policy 2023
- Smoke-Free Zones Policy
- Street Lighting Policy

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

Why is this important to us?

Our parks, gardens, playgrounds and community spaces are part of what makes Glen Eira a place to live, work, study and visit. They bring us together, support active and healthy lifestyles, and offer moments of calm and connection.

We heard from our community - through the *Our Place, Our Plan* survey and the Community Priorities Panel - just how important these spaces are. Parks, gardens, playgrounds and open spaces were rated as the top service priority by 82 per cent of respondents, and 72 per cent told us they are the most valued assets in Glen Eira. Accessibility stood out as a key concern, particularly for older residents and people living with disability.

The Community Priorities Panel also gave us clear advice: prioritise micro parks and quieter green spaces for adults, create co-located and flexible community hubs, and make sure our investments reflect what the community actually needs. They emphasised equity, accessibility and value for money.

As our population grows and our City becomes denser, making the most of our limited open space is more important than ever. We're committed to ensuring these spaces remain inclusive, welcoming and sustainable — places where we can all connect, unwind, and enjoy the unique lifestyle Glen Eira offers.

Strategic priorities

We will focus on the following priorities in support of this objective:


- enhance our parks, gardens, playgrounds and open spaces so they are inclusive, sustainable and responsive to community needs
- ensure equitable access to our facilities for women and girls
- advocate for greater access and the development of community infrastructure at the Caulfield Racecourse Reserve, working with the Caulfield Racecourse Reserve Trust, Melbourne Racing Club and emerging stakeholders
- progressing the development of new public open space, advocating for funding to other levels of government

Strategic Direction 2: Diverse, welcoming and accessible places

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health Preventing all forms of violence	Well-designed, multipurpose facilities provide spaces for recreation, socialising and lifelong learning, all of which support social and mental wellbeing. They also enable local delivery of programs that promote physical activity and healthy living. Accessible green spaces encourage outdoor physical activity and provide mental health benefits through nature exposure. They also reduce urban heat and support biodiversity, which are critical to health in a changing climate.
✓ Increased active living	
✓ Improving wellbeing Reducing harm	

Strategic indicators

Strategic indicators	Most recent result	Target
Investment in disability access improvements 	New	\$ figure capital budget
Library visits per head of population	TBA June 2025	TBA
Community open space facility bookings	TBA # hours	TBA
Investment in open space	TBA from 2025 capital works budget	\$ figure capital budget

Strategic objective 2.2: Our places are safe, healthy and versatile

Why is this important to us?

When our public spaces are safe, clean and welcoming, they make a big difference to how we feel about where we live. They support community pride, improve our quality of life, and encourage us to get outside, connect with others and enjoy our neighbourhoods. In the *Our Place, Our Plan* survey, we heard that having safe, attractive and well-maintained spaces really matters (97 per cent of people). But we also heard some concerns - like poor lighting and feeling unsafe in certain areas - especially among women, older adults and LGBTIQ+ community members.

We're working to address these issues through smart design and by applying Crime Prevention through Environmental Design (CPTED) principles. Our goal is to make sure everyone feels safe, included and comfortable using our shared spaces - no matter the time of day, who you are, or where you live in Glen Eira.

Strategic priorities

We will focus on the following priorities in support of this objective:

- deliver facilities and infrastructure that encourage community health and wellbeing including parks, footpaths, facilities and support for participation in sport and recreation
- undertake planning to ensure our community facilities and infrastructure meets our needs now and into the future balancing community benefit and long-term financial sustainability
- develop plans to enhance and activate the Town Hall Precinct as a thriving community hub
- increase community awareness of our community facilities and infrastructure

♥ How this objective supports our health and wellbeing priorities

- ✓ Climate change and health
- ✓ Preventing all forms of violence
- ✓ Increased active living
- ✓ Improving wellbeing
- ✓ Reducing harm

Crime prevention through environmental design, adequate lighting, and welcoming public spaces enhance safety and cohesion, while infrastructure that supports active living—such as bike paths and pedestrian zones—encourages daily movement and physical activity. These environments also foster mental wellbeing by reducing stress and promoting social interaction. Reducing harm is supported through thoughtful design that limits exposure to substances and gambling-related risks. Additionally, healthy places contribute to climate resilience by reducing urban heat, improving air quality and managing environmental risks, ensuring all residents,

45

Strategic Direction 2: Diverse, welcoming and accessible places

especially vulnerable groups, can thrive in their surroundings.

Strategic indicators

Strategic indicators	Most recent available result	Target
Community satisfaction with enforcement of local laws	60 ¹⁰	Maintain or increase
Public space patrol delivery	TBA 2025	Maintain or increase
Community meeting room bookings	TBA Hours	TBA

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

Why is this important to us?

When our shopping strips and activity centres are clean, lively and welcoming, they do more than boost the local economy - they give us places to gather, connect and feel proud of our neighbourhoods. In the *Our Place, Our Plan* survey, we heard that improving local centres and the economy should be a priority (59 per cent of respondents), and 24 per cent said they feel a strong sense of pride in our local traders and activity hubs. We’re working closely with traders and the community to keep these spaces vibrant and attractive, because we know a thriving local economy contributes to a stronger sense of place and better quality of life, as well as streamlining processes for business permits.

Strategic priorities

We will focus on the following priorities in support of this objective:

- collaborate with local traders’ associations, business networks and community groups to revitalise shopping strips, deliver improvements to local amenity and encourage economic activity
- enhance the appeal, amenity, cleanliness and accessibility of our activity centres
- adopt a holistic approach to economic development including consideration of wellbeing economy principles.

♥ How this objective supports our health and wellbeing priorities

Climate change and health Preventing all forms of violence Increased active living ✓ Improving wellbeing ✓ Reducing harm	Activity centres that prioritise inclusion and accessibility can support mental wellbeing and local economic participation. Planning can also mitigate health risks, such as regulating gambling and alcohol density, to reduce associated harms.
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Strategic indicators

Strategic indicators	Most recent available result	Target
Retail occupancy rate	TBA %	TBA
Community satisfaction with the appearance of public areas	71 (2025)	Maintain
Investment in activity centres	New	\$ budget

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

Why is this important to us?

When our City is well connected, it’s easier to get to where we need to go — whether that’s to work, school, services or social activities. It means fewer people relying on cars, and more of us having fair access to public and active transport. Through the *Our Place, Our Plan* survey, we heard that 92 per cent of respondents value having good transport options, but we also heard about barriers, like feeling unsafe or having no real choice but to drive. By improving transport options, we can make it easier for everyone to move around safely, sustainably and in ways that suit our lives.

Strategic priorities

We will focus on the following priorities in support of this objective:

- increase and enhance walking, cycling, active and accessible transport options such as footpaths, shared paths, bike parking, crossings, wayfinding and lighting.
- advocate to the Victorian Government for more accessible bus and tram stops and improved actual and perceived safety at stops for all users
- advocate to the Victorian Government to improve public transport frequency, reliability, operating hours, connections, real time information, access to Bentleigh East and connecting key nodes in the southern part of the City

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health Preventing all forms of violence	Supporting walking, cycling and public transport use helps residents stay active and reduces reliance on private vehicles, lowering emissions. This promotes both individual physical health and broader environmental sustainability.
✓ Increased active living Improving wellbeing	
Reducing harm	

Strategic indicators

Strategic indicators	Most recent result	Target
Community satisfaction with the condition of local streets and footpaths in your area	57 (2025) ¹⁰	Increase
Investment in active travel	New	budget \$

Strategic objective 2.5: We have diverse housing options while maintaining local neighbourhood character

Why is this important to us?

We all want housing that suits different needs and life stages, without losing what makes our neighbourhoods special. In the *Our Place, Our Plan* community survey, we heard that it’s important to manage housing growth in the right places (81 per cent of respondents), and 69 per cent said keeping the character of our neighbourhoods matters. But we know housing can be hard to afford - especially for renters - and while homelessness is slightly lower here than across Victoria, the pressure is growing. By planning carefully, we can make sure there are more housing choices for all of us, while protecting what makes Glen Eira special.

Strategic priorities

We will focus on the following priorities in support of this objective:

- advocate to the Victorian Government for housing diversity outcomes that maintain our unique local identity
- advocate for improved social and affordable housing outcomes

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health	Stable housing is a foundational determinant of mental health, reducing stress and enabling individuals to participate fully in community life. Safe, accessible, and affordable housing is also critical for individuals escaping family and gender-based violence, particularly women and children, providing a pathway to safety and recovery. Additionally, sustainable housing design improves thermal comfort and energy efficiency, helping residents cope with climate-related health risks, such as heatwaves and poor air quality.
✓ Preventing all forms of violence	
Increased active living	
✓ Improving wellbeing	
Reducing harm	

Strategic indicators

Strategic indicators	Most recent result	Target
Canopy tree removal permits issued	TBA 2025	Maintain or decrease
Heritage places and precincts identified	TBA 2025	TBA

Strategic Direction 3: Environmental stewardship

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

Together with our community, we’re working to cut emissions, cool our City, reduce landfill, and support native plants and animals to thrive. Whether it’s composting at home, walking to school, planting a street tree or switching to clean energy, every action matters. We're also listening to and learning from First Nations communities — drawing on their deep knowledge, values and connection to Country to guide how we care for land, water and place. Through education, partnerships and local action, we’re building a culture of shared responsibility.

We will focus on achieving the following **strategic objectives** so that:

- 3.1 Our urban greenery and biodiversity are enhanced
- 3.2 Our air and waterways are healthy
- 3.3 Council and community emissions are reduced
- 3.4 Waste to landfill is reduced
- 3.5 Our community is actively engaged in Caring for Country and the natural environment

This strategic direction links to the following **Community Vision** priorities:

2. Planning for Community Resilience	Our Glen Eira must be adaptable to address social, natural, economic and environmental futures, in particular climate change.
4. Maximise and diversify our green and natural spaces	Preserve, regenerate and maximise green and natural spaces and develop connected green areas across our boundaries (in both private and public spaces), in consultation with First Nations peoples.

Our roles

Regulator: Enforcing environmental standards through local laws, planning controls and compliance programs to protect Glen Eira’s natural assets. Regulating activities that impact biodiversity, tree canopy, water and air quality, waste management and emissions, such as ensuring developments meet sustainability requirements, managing pollution risks, and protecting public and private green spaces.

50

Strategic Direction 3: Environmental stewardship

Provider: Delivering and maintaining green infrastructure, urban canopy, water-sensitive systems, waste and recycling services, low-emission technologies and community spaces that support environmental stewardship. Implementing programs and providing facilities that enable residents, businesses and community groups to participate in sustainable practices and care for the local environment.

Partner: Working collaboratively with Traditional Owners, environmental organisations, schools, regional authorities, local businesses and the broader community to restore ecosystems, reduce emissions, promote the circular economy, improve water and air quality and strengthen grassroots environmental action.

Advocate: Championing stronger policies, funding and partnerships at state and federal levels to accelerate climate action, biodiversity protection, waste reduction and pollution control. Supporting community-led efforts and advocating for long-term investment in sustainable infrastructure and practices.

Educator: Raising awareness and building capacity in the community by promoting clean energy, sustainable transport, biodiversity, recycling, pollution prevention, stormwater management and ecological knowledge, including Traditional Owner perspectives. Empowering residents and businesses to actively participate in creating a sustainable and climate-resilient Glen Eira.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Climate Active
- Climate Emergency Australia
- Community health services
- Council Alliance for a Sustainable Built Environment
- Eastern Alliance for Greenhouse Action
- Elster Creek Catchment Collaboration
- Melbourne Water
- Metropolitan Waste and Resource Recovery Group
- Schools
- Small businesses and traders' associations
- Sustainability Victoria
- Traditional Owner groups
- Universities and research bodies
- Victorian Department of Transport

51

Strategic Direction 3: Environmental stewardship

As part of our ongoing commitment to engaging with our community, we will establish a Community Advisory Committee to focus on this strategic direction and provide ongoing advice and feedback to Council throughout the life of this *Plan*.

Services

Our environmental initiatives will be inclusive of people of all abilities and backgrounds, ensuring everyone can participate in and benefit from our sustainability efforts.

We aim for all our services to be as environmentally sustainable as possible. The following services we deliver proactively support and promote this strategic direction:

Service	Description
Climate action	Works to reduce Council and community contribution to climate change. Advocates for changes in Victorian and Australian Government policies such as better public transport, cycling infrastructure, higher standards for buildings to help reduce energy consumption and new generation waste and recycling facilities for the region.
Drains and water management	Manages a drainage network of around 665 kilometres of drains and 27,950 drainage pits. Ensures stormwater is discharged effectively by regularly cleaning and repairing pits and drains, and upgrading or replacing pits and drains when necessary.
Rubbish and recycling	Manages recycling and waste including household collection of garbage, mixed recyclables.
Transport strategy and education	Leads our <i>Integrated Transport Strategy</i> to support our community to get around Glen Eira easily, in walkable neighbourhoods and using a range of safe and environmentally friendly travel options, including cycling. Advocates for policy change to support our transport network.
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.

Strategies, plans and guiding documents

The following strategies, plans and guiding documents support the delivery of this strategic direction:

Strategic objective	Strategy or guiding document	Date adopted
3.1 Our urban greenery and biodiversity are enhanced	Glen Eira Urban Forest Strategy	September 2022
	Biodiversity Plan 2025–2029	June 2025

Strategic Direction 3: Environmental stewardship

Strategic objective	Strategy or guiding document	Date adopted
3.2 Our air and waterways are healthy	Our Climate Emergency Response strategy 2025-2029	October 2025
	Glen Eira Integrated Water Management Plan	June 2022
3.3 Council and community emissions are reduced	Our Climate Emergency Response strategy 2025-2029	October 2025
3.4 Waste to landfill is reduced	Glen Eira Circular Economy Plan 2022-2026	June 2021
	Our Climate Emergency Response strategy 2025-2029	October 2025
3.5 Our community is actively engaged in Caring for Country and the natural environment	Our Climate Emergency Response strategy 2025-2029	October 2025

Our policies

The following documents provide direction or guidance for this outcome:

- *Canopy Tree Protection Local Law Policy*
- *Street Tree Removal Policy*
- *Sustainable Building and Infrastructure Policy*

Strategic objective 3.1: Our urban greenery and biodiversity are enhanced

Why is this important to us?

In Glen Eira, our trees, parks and green spaces help make our neighbourhoods healthier, more enjoyable and better prepared for a changing climate. We heard through the *Our Place, Our Plan* survey that 77 per cent of respondents see improving green spaces and tree canopy as a top priority for climate action.

The Community Priorities Panel also recommended using more indigenous plants and making sure our green spaces are properly looked after through our asset management. By protecting and expanding our greenery, we can support local wildlife, keep our suburbs cooler and make Glen Eira an even better place for all of us to live.

Strategic priorities

We will focus on the following priorities in support of this objective:

- maintain and expand our urban tree canopy and biodiversity plantings

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health Preventing all forms of violence Increased active living	Access to nature and outdoor environments reduces stress, improves mood, and supports mental health. Green spaces also help mitigate urban heat, improve air quality and provide refuge during extreme weather events - making them essential for climate resilience, especially for vulnerable populations such as older adults and children.
✓ Improving wellbeing Reducing harm	

Strategic indicators

Strategic indicators	Most recent result	Target
Trees planted annually, prioritising indigenous species	TBA June 2025	TBA
Indigenous trees and plantings	TBA June 2025	TBA

Strategic objective 3.2: Our air and waterways are healthy

Why is this important to us?

Clean air and healthy waterways are essential for our wellbeing, quality of life and the environment we share. We heard through the *Our Place, Our Plan* survey that many people in Glen Eira are concerned about pollution and want stronger protection for our waterways.

When we take care of these natural systems, we support local wildlife, reduce health risks, and make our neighbourhoods more enjoyable places to live. By keeping our air and waterways clean, we’re protecting what matters most - our health, our environment and our everyday quality of life.

Strategic priorities

We will focus on the following priorities in support of this objective:

- collaborate with our partners to raise community awareness about preventing pollution and improving air quality.
- encourage environmentally sustainable and water-sensitive urban design.
- enhance our approach to integrated water management and stormwater systems

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health Preventing all forms of violence Increased active living Improving wellbeing Reducing harm	Climate change worsens air and water quality through increased emissions, bushfire smoke and stormwater pollution. By protecting our air and waterways, we can limit these health risks and create cleaner, safer environments, especially for vulnerable groups affected by poor air and water conditions.
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Strategic indicators

Strategic indicators	Most recent result	Target
Water sensitive urban design assets installed	TBA	TBA
Alternative water source usage	TBA - volume	TBA
Air Quality	We will explore developing a strategic indicator for measuring / monitoring air quality during the term of this Council Plan in conjunction with actions within the Climate Emergency Response Strategy.	

55

Strategic Direction 3: Environmental stewardship

Strategic objective 3.3: Council and community emissions are reduced

Why is this important to us?

Taking action on climate change means reducing the emissions we create - both as a community and as a Council. We heard through the *Our Place, Our Plan* survey that many of us want to see more support for clean energy and sustainable transport, with 46 per cent calling for promotion of clean energy options and 23 per cent highlighting the need for better transport choices. The Community Priorities Panel also supported more electric vehicle charging stations and including community connection in environmental design.

By making these changes together, we can lower emissions, improve our quality of life and build a more sustainable Glen Eira for the future.

Strategic priorities

We will focus on the following priorities in support of this objective:

- deliver and enhance the accessibility of low-emission technologies across our assets and services through partnerships with others (e.g. EVs, solar, energy efficiency).
- raise community awareness about reducing energy use, clean energy adoption and sustainable transport.

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health

Preventing all forms of violence

✓ Increased active living

Improving wellbeing

Reducing harm

Lowering greenhouse gas emissions helps limit climate-related health threats, such as extreme heat, bushfire smoke and poor air quality, which disproportionately affect vulnerable populations. Promoting active transport options like walking and cycling, not only reduces reliance on cars and improves air quality, but also supports physical health and wellbeing.

Strategic indicators

Strategic indicators	Most recent result	Target
Council emissions From natural gas, fuel, refrigerant and electricity usage	TBA – number ready in September	TBA
Community emissions	We will explore developing a strategic indicator for measuring / monitoring community emissions during the term of this Council Plan in conjunction with actions within the Climate Emergency Response Strategy.	

Strategic objective 3.4: Waste to landfill is reduced

Why is this important to us?

Reducing waste and recycling more is a shared responsibility - and something many of us in Glen Eira care deeply about. We heard that waste management continues to be a top service priority for 55 per cent of people in the *Our Place, Our Plan* community survey, and 45 per cent want better education around recycling and the circular economy. The Community Priorities Panel also called for stronger efforts to reduce waste at the community level.

By working together to cut down what we send to landfill, we can protect our environment, reduce pollution and support a more sustainable way of living.

Strategic priorities

We will focus on the following priority in support of this objective:

- enhance community awareness and participation in waste reduction and circular economy initiatives

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health Preventing all forms of violence Increased active living Improving wellbeing Reducing harm	Diverting waste from landfill lowers greenhouse gas emissions and reduces environmental pollution. Cleaner, more sustainable environments support healthier communities and ecosystems.
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Strategic indicators

Strategic indicators	Most recent available result	Target
Waste diverted from landfill	30,720 tonnes / 60%	TBA

Strategic objective 3.5: The community is actively engaged in Caring for Country and the natural environment

Why is this important to us?

When we care for our natural environment, we strengthen our connection to place, culture and each other. We heard in the *Our Place, Our Plan* survey that 40 per cent of people support more urban agriculture, like community gardens, and want more opportunities to be part of local environmental projects.

The more we’re involved, the more we can protect and respect Country together - building pride, shared responsibility and a healthier environment for us all.

Strategic priorities

We will focus on the following priorities in support of this objective:

- adopt and promote principles of environmental stewardship and Caring for Country
- enhance community awareness and participation in local environmental action

♥ How this objective supports our health and wellbeing priorities

✓ Climate change and health Preventing all forms of violence Increased active living	Community-led environmental stewardship fosters social connection, purpose, and resilience, while strengthening holistic health through connection to land and culture. Engagement in Caring for Country also honours Traditional Owner knowledge and supports inclusive, respectful community values. These actions build resilience to climate-related health impacts, such as heat stress and poor air quality, by protecting ecosystems and promoting sustainable practices that benefit people and the environment.
✓ Improving wellbeing Reducing harm	

Strategic indicators

Strategic indicators	Most recent result	Target
Council led Community Caring for Country, biodiversity and conservation events	TBA 2025	TBA

Strategic Direction 4: Innovative and financially sustainable

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

To keep delivering what matters, we need to make every dollar count - by planning carefully, working efficiently, and managing our resources responsibly. This means diversifying how we fund services, partnering in more creative ways, improving how we work behind the scenes, using technology to support better outcomes, and making sure our services stay aligned with what our community needs most.

We will focus on achieving the following **strategic objectives** so that:

- 4.1 We are financially secure and sustainable
- 4.2 Our community is informed and engaged
- 4.3 Our community has trust and confidence in our decisions
- 4.4 Our services are highly valued, well designed and responsive to community and customer needs
- 4.5 Our technology enables us to achieve our strategic priorities
- 4.6 Our workforce is capable, informed and engaged

This strategic direction links to the following **Community Vision** priorities:

1. We work together	We will always work together in collaboration with Glen Eira residents to ensure fair and equitable decision-making.
5. We are proactive in meeting challenges and innovate using evidence-based methods	Finding innovative, effective and creative solutions in advance to support long-term, monitored sustainability and the wellbeing of the community.

Our roles

Regulator: Ensuring transparency, accountability and good governance through compliance with financial management, procurement, privacy, data protection and information access laws. Regulating local laws and policies that support ethical decision-making, fair service delivery and responsible use of public resources.

Provider: Delivering high-quality, responsive services that meet diverse community needs and apply smart technologies to enhance customer experience and operational efficiency. Ensuring that

services and programs are inclusive, accessible and designed with a strong focus on community value and financial responsibility.

Partner: Collaborating with the community, Traditional Owners, businesses, service providers and other levels of government to create innovative solutions, improve service delivery and build community resilience. Working with stakeholders to explore new funding models, shared services and technological innovations that strengthen sustainability and responsiveness.

Advocate: Promoting the needs and priorities of our community to the Victorian and Australian Governments, advocating for fair funding, regulatory support and partnerships that enable local innovation and sustainable service delivery. Advocating for inclusive and equitable access to services for all community members.

Educator: Ensuring the community is informed, engaged and empowered to participate in decision-making. Building trust and confidence through transparent communication about our financial position, service delivery and use of technology and by supporting our workforce with the tools, knowledge and skills they need to deliver great outcomes for the community.

Key partnerships

The following groups and organisations are key partners in achieving these objectives:

- Elected representatives and government departments and agencies, such as Infrastructure Victoria and the Victorian Ombudsman.
- Innovative councils and council alliances, such as the M9 alliance
- Intergovernmental and peak bodies such as the Municipal Association of Victoria, Local Government Professionals (LG Pro), Finance Professionals (FinPro) and the Australian Local Government Association.
- Philanthropic organisations and social enterprises
- Victorian Auditor General’s Office

Services

Our approach will be inclusive of people of all abilities and backgrounds, ensuring that our services and solutions are accessible and equitable for everyone. We are committed to building an inclusive culture of innovation that values diverse perspectives and ideas.

The following services we deliver support this strategic direction:

Service	Description
Our decisions	Supports our nine elected Councillors, including the Mayor and Deputy Mayor to perform the duties of their roles. Provides governance support, ensuring our meetings where our Councillors make decisions are managed effectively.

60

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Strategic Direction 4: Innovative and financially sustainable

Service	Description
	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 our decisions and able to provide their input and feedback on decisions that impact them. Reports transparently on Council decisions and performance including through our Annual Report.
Council news and information	Manages our reputation and issues management, strategic communications, digital communications, publications, brand and graphic design, media relations and content, including our websites, social media, and publications such as the monthly Glen Eira News.
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.
Your rates	Collects rates from the owners of 72,000 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.
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 772 full-time positions), an annual operating expenditure of over \$220 million and assets valued at \$2.8 billion.

Strategies, plans and guiding documents

The following strategies, plans and guiding documents support the delivery of this strategic direction:

Strategic objective	Strategy or guiding document	Date adopted
4.1 We are financially secure and sustainable	Budget 2025-2026	Adopted annually
	Revenue and Rating Plan 2025-2029	Adopted annually
	Financial Plan 2025-2035	October 2025
	Integrated planning and reporting Framework	July 2025
	Enterprise Project Management Framework	
	Asset Plan 2025-2035	October 2025

61

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Strategic Direction 4: Innovative and financially sustainable

Strategic objective	Strategy or guiding document	Date adopted
4.2 Our community is informed and engaged	Community Engagement Framework	
	Communications Framework	
4.3 Our community has trust and confidence in our decisions	Council Plan annual action plan	To be adopted annually
	Priority Advocacy Projects	Adopted annually
4.4 Our services are highly valued, well designed and responsive to community and customer needs	Service Planning Framework 2023	July 2023
	Integrated Planning and Reporting Framework	July 2025
4.5 Our technology enables us to achieve our strategic priorities	Digital and Technology Strategy	October 2025
4.6 Our workforce is capable, informed and engaged	Strategic Workforce Plan 2025-2029	October 2025
	Attraction and Retention Strategy 2024-2026	June 2024
	Capabilities Framework 2022	November 2022
	Gender Equality Action Plan 2022-2025	March 2022
	Health, Safety and Wellbeing Strategy	November 2022

Our policies

The following documents provide direction or guidance for this outcome:

- Community Engagement Policy
- Complaints Handling Policy
- Investment Policy
- Payment of Rates Policy
- Philanthropic Partnership and Sponsorship Policy
- Procurement Policy
- Rates Financial Hardship Policy
- Sale of Council Land and Buildings Policy

Strategic objective 4.1: We are financially secure and sustainable

Why is this important to us?

Financial sustainability means we can keep delivering essential services, maintain our community assets, and meet your expectations now and into the future. The Community Priorities Panel recommended exploring new revenue opportunities, like temporarily renting or leasing community assets, to help support this.

In the *Our Place, Our Plan* survey, 58 per cent of respondents said they want us to maintain asset standards without increasing costs, and 50 per cent said they would support reducing some services if costs rise. Balancing fiscal responsibility with community needs is critical to keeping Glen Eira strong and sustainable.

We'll continue working closely with you, making decisions fairly and transparently to protect the services and spaces that matter most to all of us.

Strategic priorities

We will focus on the following priorities in support of this objective:

- implement the *Long-term Financial Plan* to support the achievement of Council's strategic objectives
- diversify and maximise our revenue sources

♥ How this objective supports our health and wellbeing priorities

Climate change and health Preventing all forms of violence Increased active living ✓ Improving wellbeing Reducing harm	Financial sustainability allows us to continue funding essential services, infrastructure and health initiatives. It ensures stability in delivering programs that improve health across all life stages.
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Strategic indicators

Strategic indicators	Most recent result	Target
Liquidity	129.38% (Forecast June 2025)	≥100%

Strategic objective 4.2: Our community is informed and engaged

Why is this important to us?

When we’re all informed and involved, our community grows stronger, and our decisions are better. We have a role to play in making sure everyone knows what services and opportunities are available, especially people who are harder to reach. We’re committed to clear, inclusive communication that helps us stay connected and work together to shape Glen Eira’s future.

Strategic priorities

We will focus on the following priorities in support of this objective:

- enhance and expand how we communicate opportunities to access our services, programs and events to build community awareness, particularly with harder to reach groups.

♥ How this objective supports our health and wellbeing priorities

Climate change and health	Informed residents are empowered to make healthier lifestyle choices and advocate for their needs. Engagement also supports a sense of control and connection, which are protective for mental health.
Preventing all forms of violence	
Increased active living	
✓ Improving wellbeing	
Reducing harm	

Strategic indicators

Strategic indicators	Most recent result		Target
Community satisfaction with consultation and engagement	55	(2025) ¹⁰	Increase
Community satisfaction with informing the community	58	(2025) ¹⁰	Increase

Strategic objective 4.3: Our community has trust and confidence in our decisions

Why is this important to us?

Trust comes from being open, honest and including our community in decisions that affect us all. We heard through the *Our Place Our Plan* survey that people want to better understand how we operate, including how we manage our finances and plan for the future. When we share this information clearly, we can build trust, make better decisions together and create stronger partnerships with our community.

Strategic priorities

We will focus on the following priorities in support of this objective:

- enhance how we use community feedback, insights and data to inform our planning and decision making
- continue to strengthen our approach to governance and transparency

♥ How this objective supports our health and wellbeing priorities

Climate change and health Preventing all forms of violence Increased active living ✓ Improving wellbeing Reducing harm	Transparent and inclusive decision-making builds trust, which enhances community engagement and cohesion. Trust in local government is linked to better uptake of health services and initiatives.
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Strategic indicators

Strategic indicators	Most recent result	Target
Community satisfaction with decisions made in the interest of the community	55 (2025) ¹⁰	Increase
Community trust in us	59 (2025) ¹⁰	Increase

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

Why is this important to us?

Great services respond to what we need, are easy to access, and make people feel supported and included. We heard through the *Our Place, Our Plan* survey that many in our community want services to be for everyone — unless there are clear gaps that need a targeted response. The Community Priorities Panel also called for more inclusive services, especially for people with additional needs or from diverse backgrounds. And with 34 per cent of people in the *Our Place, Our Plan* survey identifying social isolation and loneliness as a gap, it’s clear that strong, responsive services have a big role to play in improving wellbeing and quality of life across Glen Eira.

Strategic priorities

We will focus on the following priorities in support of this objective:

- enhance service delivery through continuously evaluating changing customer and community needs
- maximise opportunities for partnerships and philanthropy
- enhance our capacity for service innovation through implementing an *Innovation and Continuous Improvement Framework* and program

♥ How this objective supports our health and wellbeing priorities

Climate change and health Preventing all forms of violence Increased active living ✓ Improving wellbeing Reducing harm	Services that adapt to community needs are more equitable and effective in improving health outcomes. This approach ensures targeted support for disadvantaged groups and promotes overall wellbeing.
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Strategic indicators

Strategic indicators	Most recent result	Target
Customer service satisfaction	TBA 2025	Maintain or increase
Customer service calls answered within service standard	48.85% 2025	Maintain or increase

Strategic objective 4.5: Our technology enables us to achieve our strategic priorities

Why is this important to us?

Using the right technology can help us deliver services more efficiently, improve how we engage, and make things easier for everyone. We heard through the *Our Place, Our Plan* survey that while 26 per cent of people want more user-friendly online services, 55 per cent still value real-person contact. The Community Priorities Panel also recommended working closely with the community to set technology priorities and using data to guide improvements. By combining digital tools with human connection, we can make sure our services cater for everyone.

Strategic priorities

We will focus on the following priorities in support of this objective:

- enhance our technology, data and digital capabilities to support the achievement of our strategic objectives
- developing an AI Framework, Policy and Roadmap.

♥ How this objective supports our health and wellbeing priorities

Climate change and health Preventing all forms of violence Increased active living ✓ Improving wellbeing Reducing harm	Effective use of technology improves access to services, health information and community engagement tools. It supports more efficient delivery of wellbeing focused programs and enables responsive planning.
--	--

Strategic indicators

Strategic indicators	Most recent result	Target
Customer enquiry channel mix - traditional digital	69% 31% 2025	Increase digital %

Strategic objective 4.6: Our workforce is capable, informed and engaged

Why is this important to us?

Behind every great service is a skilled and committed team. We know how important it is for our community to feel heard, supported and respected - and that starts with a workforce that’s informed, responsive and inclusive. Feedback from community engagement highlighted the importance of good customer service, knowledgeable staff, and culturally appropriate support.

We’re also committed to creating inclusive job opportunities, especially for people with disability. This means making reasonable adjustments, removing barriers to employment, and fostering a workplace where everyone can thrive — in line with our responsibilities under the *Disability Act 2006 (Vic)*.

Strategic priorities

We will focus on the following priority in support of this objective:

- implement our Strategic Workforce Plan to build the capability and performance of our people

♥ How this objective supports our health and wellbeing priorities

Climate change and health Preventing all forms of violence Increased active living ✓ Improving wellbeing Reducing harm	A capable and inclusive workforce ensures that services are delivered with empathy, cultural sensitivity and professionalism - all of which are vital for promoting mental health and social connection. When staff feel informed and engaged, they’re better equipped to support community wellbeing and engage in respectful interactions. Inclusive employment practices also model the kind of safe and supportive culture we aim to build across the community.
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Strategic indicators

Strategic indicators	Most recent available result	Target
Employee satisfaction rating	TBA 2025	Maintain
Employee compliance training completion	TBA % 2025	Increase



Appendix A: Engagement Report

Summary of engagement results






Nearly **1,600 Glen Eira residents** — from children to older adults, local businesses, and community groups — shared their hopes and priorities through *Our Place, Our Plan*, a four-phase engagement shaping our city’s future.

These conversations directly informed our four-year plans, including the **Council Plan 2025–2029**. The community’s insights for priorities and themes for our future planning were gathered through our Community Vision check in, broad engagement program and Community Priorities Panel. A summary of the engagement findings is summarised below.

Community Vision engagement findings (August 2024)

-  88 per cent (99 respondents) selected ‘yes’ — the Community Vision still feels right to them.
-  9 per cent (10 respondents) selected ‘no’ — the Community Vision does not still feel right to them






Respondents top five views of what they imagine for Glen Eira’s future that is not represented in the **Community Vision**?

				
Climate emergency, green spaces and biodiversity	Community safety, social and community cohesion	Services to meet community need	Place and amenity	Planning and development
31% of responses	21% of responses	9% of responses	9% of responses	8% of responses

Of the six guiding principles in the Community Vision, the **three** highest ranked principles respondents would you like the next Council to focus on in 2025-2029 are:

- Principle 3. Inclusive and healthy community — 86 total votes
- Principle 4. Maximise and diversify our green and natural spaces — 85 total votes.
- Principle 5. We are proactive in meeting challenges and innovate using evidence-based methods — 53 total votes.

Respondents top five views of what is not represented in the **six principles**?

				
Climate emergency green	Building a community that cares	Place and amenity	Community cohesion and connection	Economic responsibility and development

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spaces and biodiversity				
24% of responses	18% of responses	16% of responses	16% of responses	10% of responses

Broad community engagement results (February to March 2025)

Overall, Council received 1,578 pieces of feedback, including 832 survey responses, 226 ideas cards, 371 social map pins, 30 children's drawings and 119 expressions of interest for our Community Priorities Panel.

The Our Place, Our Plan community survey provided the following key findings:

**In the future Council should focus on:**

- Creating healthy and urban green spaces (71 per cent)
- Maintaining and upgrade roads, buildings, and other community spaces and assets (64 per cent)
- Help the community to feel safe, healthy and well (61 per cent)
- Improve our local economy, our shopping strips and neighbourhoods (56 per cent)
- Provide services that support our most vulnerable community members (41 per cent)

**The top state health priorities that Glen Eira should focus on:**

- Increase active living (82 per cent)
- Prevent all forms of violence (including family violence) (81 per cent)
- Improve wellbeing (including mental health) (81 per cent)
- Increase healthy eating (51 per cent)
- Tackle climate change and its impacts on health (50 per cent)

**The top five general health areas Council should focus on:****Helping people feel connected and part of the community (48 per cent)**

- Enhancing community safety (46 per cent)
- Promoting access to health services (38 per cent)
- Combatting loneliness and social isolation (34 per cent)
- Addressing the cost of living (32 per cent)

**Council can make Glen Eira a better place to live by:**

- Having safe, clean, attractive and well-maintained neighbourhoods' shopping strips, streets, parks and facilities (70 per cent very important, 27 per cent important)
- Having easily accessible public and active transport options (63 per cent very important, 29 per cent important)

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- Renewing and expanding our roads, footpaths, drains and buildings to meet the needs of everyone in our growing community (58 per cent very important, 34 per cent important)
- Managing housing growth to guide appropriate development in the right locations (49 per cent very important, 32 per cent important)
- Keeping our city well planned with a balanced approach to population growth (43 per cent very important, 35 per cent important)
- Having planning controls that support and maintain our heritage and neighbourhood character (42 per cent very important, 27 per cent important)

Council should prioritise improving assets like:

- Parks and gardens (72 per cent)
- Park and street trees (50 per cent)
- Footpaths (47 per cent)
- Local roads (43 per cent)
- Libraries (41 per cent)

**Council should invest in our facilities by:**

- Maintaining assets and facilities to the same standard they are now (58 per cent)
- Maintaining assets and facilities to a lesser (but still good) standard so they're more financially sustainable (24 per cent)
- Maintaining assets and facilities to a higher standard by spending more money (18 per cent)

**To maintain assets to a higher standard, Council should pay for increased costs by:**

- Spending less on other services (50 per cent)
- Increasing user fees and charges for activities such as parking, venue hire, permits (31 per cent)
- Increasing rates (23 per cent)
- Other (16 per cent)

**Council's most valued and important services for our community are:**

- Parks, gardens, playgrounds, and open spaces (82 per cent)
- Roads, footpaths, and cycling (59 per cent)
- Rubbish collection and waste management (55 per cent)
- Sporting grounds, swimming pools, gyms, recreation centres (44 per cent)

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- Libraries (43 per cent)

Our community would be more comfortable using our online services if:

- They can talk to a real person if needed (55 per cent)
- They can easily find information on the website (45 per cent)
- I feel confident using Council’s services (32 per cent)
- Having easy to use services and transactions (26 per cent)

Council should take climate actions by:

- Improving our green spaces and tree canopy (77 per cent)
- Promoting more clean energy options, like solar or wind (46 per cent)
- Recycling more and providing more education about waste and the circular economy (45 per cent)
- Encouraging more urban agriculture like community gardens (40 per cent)
- Reducing use of plastics (39 per cent)

Targeted engagement





A significant program of 28 targeted engagements supported the broad engagement approach to ensure we heard to voices of our often-underrepresented community members.

Through this targeted program we heard from our older residents, children and young people, people with disability, our LGBTIQ+ community and our diverse multicultural communities.

We found that all population groups shared a focus on community safety; the need for more social inclusion and connection opportunities to reduce feelings of isolation; and greater access to Council services and support to feel more included and able to fully participate in life in Glen Eira.

	<p>Older residents identified</p> <ul style="list-style-type: none">• A deep appreciation for senior citizen clubs and social connection programs• Social isolation is a major concern particularly as physical health declines and transport needs change verifying the importance of community connection• Having more accessible transport, facilities and services are increasingly more important with age
	<p>Young people identified</p> <ul style="list-style-type: none">• More affordable housing options for young people leaving home• More street lighting and ecofriendly lighting• More accessible transport offering car alternatives

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	<ul style="list-style-type: none"> • Social connection, including after-hours hang outs
	Children identified <ul style="list-style-type: none"> • More green spaces, trees and nature • Parks and playgrounds • Concerns about rubbish, pollution and the environment • Recreation, sport and leisure • Cost of living and homelessness
	People with disability identified <ul style="list-style-type: none"> • Reducing feelings of social isolation • Enabling access to places and services • Boosting feelings of safety when in the community • Gaining access to meaningful employment
	Culturally and linguistically diverse people identified <ul style="list-style-type: none"> • Community safety with a focus on the safety of children • Accessibility and awareness of local events and programs • Better communication and translation services
	LGBTIQA+ people identified <ul style="list-style-type: none"> • More community visibility, social cohesion and acceptance • Mental health and wellbeing are key concerns • Accessibility and inclusivity, including healthcare, gender neutral bathrooms, groups and sporting programs

Community Priority Panel's recommendations (April 2025)

We delivered the Community Priorities Panel at the *collaborative* level of the IAP2 Public Participation spectrum, fulfilling our statutory requirements for deliberative engagement in strategic planning.

From 119 applicants, we selected 39 diverse Glen Eira residents to form the panel. Over five sessions between 19 March and 16 April 2025, these passionate community members dedicated 25 hours to exploring Council's key opportunities and challenges. Guided by an independent facilitator with expertise in deliberative processes, the panel developed thoughtful recommendations to shape Council's long-term plans.





The Panel developed 35 recommendations across five key topics areas including:

- community wellbeing
- social cohesion
- diverse and accessible places (including asset management)
- environmental stewardship
- innovative and digitally enabled services.

Below provides a high-level summary of the Panel's 35 recommendations is provided below.

Percentages indicate the level of support each recommendation secured from the Panel during the voting process.

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 <p>Community wellbeing recommendations</p>	<ul style="list-style-type: none"> • Diversify green spaces (90%) • Use Council assets to support social connections (88%) • Improve accessibility of services and information (80%) • Act as a one-stop-shop (80%) • Create passive outdoor spaces for adults (82%) • Create a digital tool for Council and community information (84%) • Do pop-ups to promote activities (76%)
 <p>Social cohesion recommendations</p>	<ul style="list-style-type: none"> • Co-locate services in community hubs (90%) • Build adaptable community hubs (88%) • Complete strategic asset assessments (84%) • Apply community connection principles to environmental design (84%) • Facilitate accessible transport between activity centres (80%)
 <p>Diverse and accessible places recommendations</p>	<ul style="list-style-type: none"> • Prioritise pocket parks and passive open space over active open spaces (78%) • Build hubs paired with satellite services where needed (80%) • Balance maintenance costs and placemaking investment (78%) • Sell land as a last resort (90%) • Co-locate facilities (84%) • Review maintenance to include social value and use (84%) • Recover costs from private hiring of Council facilities (84%) • Include green assets in asset register (82%) • Raise revenue through renting community assets (80%) • Alternate service providers (76%)
 <p>Environmental stewardship recommendations</p>	<ul style="list-style-type: none"> • Prioritise reducing waste at community level (90%) • Lobby with other councils for community energy solutions like community batteries (86%) • Prioritise trees and biodiversity in kerbside and parking policies (86%) • Explore shared mobility and EV infrastructure in street designs (84%) • Create a physical hub to discuss sustainability options (80%) • Implement EV charging in all Council car parks by 2029 (78%)

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Innovative and digitally enabled services recommendations

- Seek collaborations and partnerships to deliver services while maintaining oversight (88%)
- Use partnerships when financially beneficial while maintaining quality (82%)
- Provide services for whole community unless there are gaps in availability of targeted services (78%)
- Educate the community about digital service offerings (76%)
- Ask the community which services they want digitised (76%)

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Appendix B: Relevant legislation and external strategies, plans and guidelines

Local Government Act 2020

Under section 90 of the *Local Government Act 2020* all councils must adopt a Council Plan by 31 October in the year following a general election. The Act also states that the Plan must include:

Prescribed content	How we address this	Page
(a) the strategic direction of the Council	Our Strategic Directions for 2025-29 This Plan establishes four strategic directions. 1 Community safety, cohesion, health and wellbeing 2 Diverse, welcoming and accessible places 3 Environmental stewardship 4 Innovative and financially sustainable	22
(b) strategic objectives for achieving the strategic direction	Strategic objectives Our <i>Council Plan</i> sets 21 strategic objectives across our four strategic directions. These are the results that we want to achieve over four years to work towards the community's aspirations in the <i>Community Vision</i> .	31-80
(c) strategies for achieving the objectives for a period of at least the next 4 financial years	Strategies, plans and guiding documents Under each strategic direction we list the documents that we have adopted or plan to adopt to help us to achieve our strategic objectives.	29-30, 44-45, 84, 59-60
(d) strategic indicators for monitoring the achievement of the objectives;	Strategic indicators We have set at least one strategic indicator for each strategic objective. Where possible, we have provided context of what the current result is. We will provide an update of our strategic indicator results at least once per year in our Annual Report.	31-80
(e) a description of the Council's initiatives and priorities for services, infrastructure and amenity	Under each strategic objective we describe our strategic priorities. These priorities will guide us to choose the initiatives and projects to implement. Service Priorities Our priorities for improving our services are found under strategic direction 4. In addition, each strategic direction includes a list and description of the services that we provide that support the intended impact of the direction.	68-81 31-80

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Prescribed content	How we address this	Page
	Infrastructure and amenity priorities Our priorities for developing, maintaining and improving our places and facilities are found under strategic directions 2 and 3.	52-53, 61-63

Public Health and Wellbeing Act 2008

Public Health and Wellbeing Act 2008 section 26(2) A municipal public health and wellbeing plan must -

Prescribed content	How we address this	Page
(a) include an examination of data about health status and health determinants in the municipal district;	A summary of the health status and health determinants of our residents in Glen Eira, can be found at gleneira.vic.gov.au/services/community-support/municipal-public-health-and-wellbeing-planning Supported by 'Health and wellbeing in Glen Eira'	20
(b) identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing;	Goals = Strategic objectives Strategies = Strategic priorities, Service Priorities	15+
(ba) specify measures to prevent family violence and respond to the needs of victims of family violence in the local community;	Detailed in the Strategic priorities of Strategic objective 1.5	33
(d) specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan;	'Working in Partnership' Supported by 'Key partnerships' in each Strategic Direction	21
26(3) In preparing a municipal public health and wellbeing plan, a Council must have regard to the State Public Health and Wellbeing Plan prepared under section 49.	'Health and Wellbeing in Glen Eira'	20

Climate Change Act 2017


Public Health and Wellbeing Act 2008 in conjunction with the *Climate Change Act 2017* –

Prescribed content	How we address this	Page
17 (1) The preparation of a municipal public health and wellbeing plan by a Council must have regard to the potential impact of climate change.	Strategic Direction 3 'Health and wellbeing priorities' Climate change is a core health priority. Includes mitigation and adaptation strategies, such as urban greening,	49- 56 20

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Prescribed content	How we address this	Page
	emissions reduction, and community resilience.	

Disability Act 2006

Prescribed content	How we address this	Page
<p>38 Disability Action Plans</p> <p>(1) A public sector body must ensure that a Disability Action Plan is prepared for the purpose of—</p> <p>(a) reducing barriers to persons with a disability accessing goods, services and facilities;</p> <p>(b) reducing barriers to persons with a disability obtaining and maintaining employment;</p> <p>(c) promoting inclusion and participation in the community of persons with a disability;</p> <p>(d) achieving tangible changes in attitudes and practices which discriminate against persons with a disability</p> <p>(5A) A Council must ensure that the matters referred to in subsection (1) are addressed in the Council Plan prepared under the Local Government Act 2020 if the Council—</p> <p>(a) has determined not to prepare a Disability Action Plan; and</p> <p>(b) is not taken to have prepared a Disability Action Plan under subsection (2).</p>	<p>Throughout this plan, you'll find 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.</p>	

Gender Equality Act 2020

The *Gender Equality Act 2020 (Vic)* requires that all defined entities, including local councils, promote gender equality in policy, programs and services. This includes how councils plan, design and evaluate their strategic work.

Prescribed content	How we address this	Page
<p>7 Duty to promote gender equality</p> <p>A defined entity must, in developing policies and programs and in delivering services that are to be provided to the public, or have a direct and significant impact on the public—</p> <p>a) consider and promote gender equality; and</p> <p>b) take necessary and proportionate action towards achieving gender equality.</p>	<p>The Plan considers and promotes gender equality by integrating gender equality across its strategic directions, objectives and service delivery in the following ways:</p> <ul style="list-style-type: none"> • A Gender Impact Assessment was completed during the development of the Plan. It assessed how policies, programs, and services affect people 	

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Prescribed content	How we address this	Page
	<p>of different genders and recommended actions to:</p> <ul style="list-style-type: none"> ○ Embed intersectional gender equity in strategic directions ○ Ensure inclusive outcomes across infrastructure, services, governance, and partnerships ● The Plan applies an intersectional lens, acknowledging how gender inequality can be compounded by other forms of disadvantage (e.g. disability, age, ethnicity, sexual orientation). ● Strategic objective 1.5 explicitly addresses gender-based violence and includes: <ul style="list-style-type: none"> ○ Primary prevention initiatives targeting the gendered drivers of violence ○ Community education on respectful relationships and bystander behaviour ○ Support for those affected by family violence ● The Glen Eira 2040 Community Vision prioritises an 'inclusive and healthy community', with equitable access to public resources and celebration of diverse identities. 	
<p>9 Defined entity must undertake gender impact assessments</p> <p>(1) A defined entity must undertake a gender impact assessment when developing or reviewing any policy of, or program or service provided by, the entity that has a direct and significant impact on the public.</p> <p>(2) A gender impact assessment must—</p> <ul style="list-style-type: none"> a) assess the effects that the policy, program or service may have on persons of different genders; and b) state how the policy, program or service will be developed or varied in order to— <ul style="list-style-type: none"> (i) meet the needs of persons of different genders; and (ii) address gender inequality; and (iii) promote gender equality; and 	<p>A Gender Impact Assessment was completed to inform the development of the <i>Council Plan</i>.</p> <p>The assessment highlights the importance of embedding intersectional gender equity into the <i>Council Plan's</i> strategic direction, language, and commitments.</p> <p>It outlines opportunities to improve the visibility of equity in our long-term goals and ensure that initiatives across infrastructure, services, governance and partnerships actively consider and address the different impacts on women, men and gender-diverse people.</p> <p>The recommended options include both foundational and programmatic actions to</p>	

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Prescribed content	How we address this	Page
c) if practicable, take into account that gender inequality may be compounded by disadvantage or discrimination that a person may experience on the basis of any of the following— <ul style="list-style-type: none"> (i) Aboriginality; (ii) age; (iii) disability; (iv) ethnicity; (v) gender identity; (vi) race; (vii) religion; (viii) sexual orientation. 	support more inclusive, transparent and equitable outcomes for the community.	

Legislation and our strategic directions

Our strategic directions are established and implemented considering the objectives of Victorian and Australian laws and our powers, functions and duties under those laws. All strategic directions are supported by the Local Government Act 2020; other relevant legislation is listed below. This list is not exhaustive, and some Acts have associated regulations.

1 Community safety, cohesion, health and wellbeing

Victorian Government	Australian Government
<ul style="list-style-type: none"> • <i>Charter of Human Rights and Responsibilities Act 2006</i> • <i>Child Wellbeing and Safety Act 2005</i> • <i>Climate Action Act 2017</i> • <i>Disability Act 2006</i> • <i>Equal Opportunity Act 2010</i> • <i>Family Violence Protection Act 2008</i> • <i>Gender Equality Act 2020</i> • <i>Public Health and Wellbeing Act 2008</i> 	<ul style="list-style-type: none"> • <i>Age Discrimination Act 2004</i> • <i>Disability Discrimination Act 1992</i> • <i>Racial Discrimination Act 1975</i> • <i>Sex Discrimination Act 1984</i>

2 Diverse, welcoming and accessible places

Victorian Government	Australian Government
<ul style="list-style-type: none"> • <i>Crown Land (Reserves) Act 1978</i> • <i>Land Acquisition and Compensation Act 1986</i> • <i>Land Act 1958</i> • <i>Planning and Environment Act 1987</i> 	<ul style="list-style-type: none"> • <i>Disability Discrimination Act 1992</i> • <i>Native Title Act 1993</i> • <i>Telecommunications Act 1997</i>

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Victorian Government	Australian Government
<ul style="list-style-type: none"> • <i>Retail Leases Act 2003</i> • <i>Property Law Act 1958</i> • <i>Road Management Act 2004</i> • <i>Sale of Land Act 1962</i> • <i>Subdivision Act 1988</i> • <i>Transfer of Land Act 1958</i> • <i>Valuation of Land Act 1960</i> • <i>Wrongs Act 1958</i> 	

3 Environmental stewardship

Victorian Government	Australian Government
<ul style="list-style-type: none"> • <i>Climate Action Act 2017</i> • <i>Circular Economy (Waste Reduction and Recycling) Act 2021</i> • <i>Flora and Fauna Guarantee Act 1988</i> • <i>Planning and Environment Act 1987</i> • <i>Water Act 1989</i> • <i>Water Industry Act 1994</i> 	

4 Innovative and financially sustainable

Victorian Government	Australian Government
<ul style="list-style-type: none"> • <i>Charter of Human Rights and Responsibilities Act 2006</i> • <i>Equal Opportunity Act 2010</i> • <i>Freedom of Information Act 1982</i> • <i>Gender Equality Act 2020</i> • <i>Local Government Act 1989</i> • <i>Occupational Health and Safety Act 2004</i> • <i>Privacy and Data Protection Act 2014</i> • <i>Public Records Act 1973</i> 	<ul style="list-style-type: none"> • <i>Disability Discrimination Act 1992</i> • <i>Fair Work Act 2009</i>

External strategies plans or guidelines and our strategic directions**1 Community safety, cohesion, health and wellbeing**

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Victorian Government	Australian Government	Partners
<ul style="list-style-type: none"> • Safe and Strong: A Victorian Gender Equality Strategy • Victorian Climate Change Strategy • Victorian Free from Violence Strategy and Action Plans (2017–2037) • Victorian LGBTIQ+ Strategy (2022–2032) <p>Victorian Public Health and Wellbeing Plan (2023–2027)</p>	<ul style="list-style-type: none"> • National Action Plan for the Health and Wellbeing of LGBTIQ+ People (2025–2035) • National Preventive Health Strategy (2021–2030) 	<ul style="list-style-type: none"> • Women's Health in the South East Promoting Respect and Equity Together

2 Diverse, welcoming and accessible places

Victorian Government	Australian Government
<ul style="list-style-type: none"> • Kindergarten Infrastructure and Services Plan — City of Glen Eira • Local Government Best Practice Guidelines for the Sale and Exchange of Land • Plan for Victoria • Victorian Government Land Monitor Policy • Victorian Housing strategy <p>Victorian Infrastructure Strategy</p>	<ul style="list-style-type: none"> • National Competition Policy

3 Environmental stewardship

Victorian Government	Australian Government	Partners
<ul style="list-style-type: none"> • Victorian Climate Change Strategy 	<ul style="list-style-type: none"> • National Climate Resilience and Adaptation Strategy 	<ul style="list-style-type: none"> • Dandenong Catchment-Scale integrated water management plan • Elster Creek Catchment flood management plan

4 Innovative and financially sustainable

Victorian Government	Australian Government
<ul style="list-style-type: none"> • Victorian Government Local Government Planning and Reporting Guides and Templates 	

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Appendix C: Definitions/ Glossary

Strategic and planning terms

- Strategic direction: A broad focus area that guides Council's priorities and actions.
- Strategic objective: A specific goal Council aims to achieve within a strategic direction.
- Strategic indicator: A measure used to track progress toward a strategic objective.
- Strategic priority: A key initiative or action that supports achieving a strategic objective.
- Community Vision: A long-term aspiration developed with community input that guides Council planning.
- Integrated Planning and Reporting Framework (IPRF): A document that provides processes to ensure our planning and reporting are aligned and coordinated.

Our roles

- Regulator: Our role in enforcing laws and regulations.
- Provider: Our role in delivering services and infrastructure.
- Partner: Our role in working with other organisations to deliver outcomes.
- Advocate: Our role in representing community interests to other levels of government.
- Educator: Our role in informing and empowering the community.

Inclusion and equity

- Health equity: Ensuring everyone has a fair opportunity to be healthy, regardless of their background.
- Gender equity: Fair treatment and opportunities for all genders.
- Intersectionality: The way different aspects of a person's identity (e.g. gender, race, disability) combine to affect their experiences.
- Universal design: Designing spaces and services to be accessible to all people, regardless of ability.

Community and safety

- Crime Prevention Through Environmental Design (CPTED): A design approach that reduces crime by improving visibility, lighting, and layout.
- Public realm: Publicly accessible spaces such as streets, parks, and plazas.
- Amenity: The pleasantness and usability of a place, including cleanliness, safety, and facilities.

Environment and sustainability

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- Urban greening: Increasing vegetation in urban areas to improve environmental and health outcomes.
- Biodiversity: The variety of plant and animal life in an area.
- Circular economy: A system that reduces waste by reusing, recycling, and repurposing materials.
- Caring for Country: A First Nations concept of caring for the land, water, and natural systems in a holistic and respectful way.

Health and wellbeing

- Determinants of health: The social, economic, and environmental factors that influence health.
- Preventive health: Actions taken to prevent illness or injury rather than treat it.
- Active living: Incorporating physical activity into daily life.

Legislation and policy

- Disability Action Plan: A plan to reduce barriers and promote inclusion for people with disabilities.
- Gender Impact Assessment: A process to assess how policies or programs affect people of different genders.



GLEN EIRA
CITY COUNCIL

GLEN EIRA CITY COUNCIL

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mail@gleneira.vic.gov.au
www.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.nrs.vic.gov.au>
Teletypewriter (TTY): 13 36 77
Speak and Listen: 1300 555 727

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

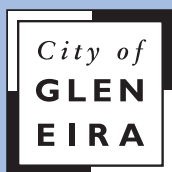
Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices

GLEN EIRA CITY COUNCIL

Draft Financial Plan 2025–2035



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

Contents

Contents2

Acknowledgement of Traditional Owners.....3

Message from the Mayor.....4

Foreword from Chief Executive Officer5

Introduction6

Executive summary..... 10

Legislative requirements..... 18

Financial plan context..... 21

Financial plan statements..... 27

Financial Performance Indicators..... 39

Integration with our strategies and plans 45

Plan appendices 51

Acknowledgement of Traditional Owners

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

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

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

Message from the Mayor

As Mayor, I'm proud to introduce our *10-Year Financial Plan* — a vital roadmap that helps us make responsible, forward-thinking decisions on behalf of our community.

We face a challenging financial environment. Costs are rising, the need to renew our community assets is growing, and our financial reserves are under growing pressure. These realities mean we cannot continue delivering the same services in the same way. We also face increasing costs passed down from other levels of government, alongside inflation and construction market volatility — all of which make it more difficult to deliver the services our community expects and deserves.

Every four years, following local elections, we are required by the *Local Government Act 2020* to prepare a long-term financial outlook. But for us, this plan is more than just a legal requirement — it's a key tool to ensure we're managing your money wisely and investing where it matters most.

This *Plan* covers the decade from 2025–2035. It helps us balance day-to-day needs with long-term priorities: maintaining essential services, renewing and upgrading important community assets. It's designed to reflect the goals of our *Council Plan* and the aspirations in our *Community Vision* — both shaped with your input.

Over the past two years, we have been working closely with our community to understand what matters most — and how we can deliver those priorities in the face of growing financial pressure. As you have shared your thoughts, a clear picture has emerged. We have heard that you want Council to focus on what matters most: services that benefit everyone, support those who need it most, and deliver value in fair and transparent ways.

Our ambition is clear: to build a financially resilient organisation that can continue to deliver high-quality services and infrastructure for our community — now and into the future. We recognise that financial sustainability is not just about balancing the books but about ensuring we can continue to meet the evolving needs of our residents and businesses in a responsible and equitable way. That may mean, with your help, we need to make some challenging decisions ahead.

Thank you to everyone who's contributed their voice to help guide our priorities. We look forward to continuing to involve you in the conversations ahead to ensure we continue to deliver the services and infrastructure that matter most to you.



Cr Simone Zmood
Glen Eira Mayor

Foreword from Chief Executive Officer

I'm pleased to present Council's *10-Year Financial Plan* — a clear and practical guide to how we'll manage our resources and continue delivering value for our community.

The truth is, we are facing significant financial pressures, and our financial targets are not being met. Rising costs, growing demand for services, and the need to renew important community infrastructure and plan for the future have placed strain on our finances and reserves. If we want to keep delivering the services our community values, we need to make meaningful change — and soon.

We've been open with our community about these challenges. Your insights — through engagement programs like *Our Priorities*, *Our Future* and *Our Place, Our Plan* — have helped shape the direction of this *Financial Plan*.

This *Plan* builds on the *2025–2026 Budget* and extends our financial outlook to 2035. It provides a long-term view of challenges and choices, and shows clearly that without action, we risk falling short of our community's needs and expectations.

We've grounded this *Plan* in key principles: protecting essential services, managing risk responsibly, and investing in infrastructure that meets current and future demand. But it also signals a shift — from short-term fixes to long-term decisions that address structural pressures in our budget.

That may mean making tough choices. But those decisions will always be made transparently, and always with the Glen Eira community at the centre. We are committed to involving you in every step — especially when change directly affects residents, services or local facilities. To make sure our response is effective, we'll undertake a comprehensive reforecast of this *Plan* as part of the *2026–2027 Budget* cycle. That work will focus on years five to 10 of the plan, where our modelling shows a significant need for improvement. This reforecasting will help ensure our financial strategy remains responsive, resilient and focused on the future.

This isn't just about the numbers — it's about ensuring Glen Eira continues to thrive. With the right planning, and by working together with our community, we can make informed, fair and future-focused decisions that serve everyone — now and in the years to come.



Lucy Roffey
Chief Executive Officer

Introduction

At Glen Eira City Council, our strategic plans all work toward a common goal: building a thriving, inclusive and sustainable City where everyone has the opportunity to live well.

Whether we're planning for health and wellbeing, managing assets, responding to climate change or supporting our growing population, our role is to help shape a future where people and place can flourish together.

This introduction provides context for all our strategic documents — connecting our shared vision, values and planning approach across the organisation.

Who we are and what we do

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD. We're a proudly diverse municipality, home to more than 156,000 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.

As a Council, our role is broad. We:

- Deliver services that support the health, wellbeing and everyday needs of our residents.
- Maintain public assets and infrastructure — including parks, roads, footpaths and community facilities.
- Plan and regulate the built environment, ensuring development supports community needs and sustainability goals.
- Work in partnership with community groups, service providers and other levels of government.
- Advocate on behalf of our community to influence decisions and secure resources.
- Inform and empower our residents to make decisions that benefit them and their communities.

This means that our strategic plans connect and support each other. They are all part of a shared commitment to delivering meaningful outcomes for our community.

How we plan

We take an integrated approach to planning, guided by our *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most — inclusivity, sustainability, wellbeing, creativity and connectedness — and what people want Glen Eira to become over time.

Our *Integrated Planning and Reporting Framework* also guides our work and ensures that all Council strategies and plans align to this *Vision* and to our *Council Plan 2025–2029* — which sets out the strategic directions and priorities for the current four-year term of Council.

We know that effective planning must also be:

- Community-informed — shaped by what matters most to our residents and stakeholders.
- Evidence-based — drawing on data, research and expert insight.
- Place-based — tailored to the diverse needs and identities of local communities across Glen Eira.
- Resource-aware — aligned to available budgets, assets, and workforce capability.
- Adaptable — ready to respond to emerging risks, challenges and opportunities.

These principles guide how we approach every strategic plan — whether it's about climate, assets, biodiversity or finance.

Engagement approach

Our planning is built on meaningful engagement with our community. Over a 12-month period, we delivered our largest ever conversation with the Glen Eira community through a dedicated engagement program called *Our Place, Our Plan*.

This integrated, multi-phased program invited residents, stakeholders and partners to help shape the future of our City. It was delivered across the *consult* and *collaborate* levels of the IAP2 Public Participation Spectrum, using a place-based lens to ensure local voices were heard in local contexts.

We connected with the community through a wide range of activities — both online and face-to-face — including pop-ups, drop-in sessions, focus groups, intercept surveys, interviews and stakeholder workshops. The engagement was designed to reach people across all Glen Eira suburbs and demographic groups, with targeted efforts to involve children and young people, people with disability, multicultural communities and other underrepresented groups.

A key component of this process was the establishment of a representative *Community Priorities Panel* — a deliberative citizen panel of 39 residents who worked together to provide Council with informed recommendations on the priorities that matter most.

Each phase of engagement gathered insights on community values, needs and aspirations — helping us understand what outcomes people want to see over the next four years. These insights directly informed the development of our *Council Plan 2025–2029* and strategic priorities.

Reports from all engagement phases are available at www.haveyoursaygleneira.com.au/OPOP

Our strategic directions

While each plan has its own focus and outcomes, all Council strategies contribute to four overarching strategic directions:

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

These strategic directions have been developed through extensive community engagement (see Appendix A) and help us stay focused on the big picture. Each plan outlines specific objectives, actions and indicators that contribute to one or more of these directions.

You can find more detail in our *Council Plan 2025–2029*.

Our place-based approach

Our City is made up of many communities, each with its own strengths, challenges and priorities. That's why we take a place-based approach in our planning. This means engaging with people locally, understanding the unique character of each neighbourhood, and delivering solutions that reflect community needs on the ground.

This approach is essential for ensuring that our work is inclusive, meaningful and effective across all parts of Glen Eira.

Health and wellbeing in everything we do

We know not everyone starts from the same place. That's why fairness and equity are guiding principles in how we plan, prioritise and deliver services across Glen Eira.

Our community is diverse — including older residents, people with disabilities, families with young children, and culturally and linguistically diverse communities. We're committed to making sure everyone can access the services and spaces they need to thrive, regardless of background or circumstance.

This means protecting and strengthening services that support inclusion and wellbeing, like libraries, maternal and child health, community grants, and public spaces. These services don't just meet practical needs. They also help build connection and opportunity.

Staying accountable

We are committed to being transparent about our progress and staying connected to our community's needs. Each year, we set specific actions, measure our impact, and report back to the community through our *Service Performance Reports*, *Annual Reports* and monthly financial management reporting.

All Council strategies share a common foundation: they are shaped by community values, built on strong evidence, and guided by a long-term vision for a more inclusive, sustainable and connected future.

As we start to engage more directly on the options ahead to tackle our complex financial challenges, we'll be transparent about the challenges and clear about the trade-offs. We'll ask for your views on what's negotiable, what's not, and how we can strike the right balance.

Executive summary

1.1 Purpose of the Financial Plan

In accordance with the *Local Government Act 2020*, councils are required to prepare a financial plan that spans a minimum of 10 financial years following each Council election. This requirement ensures that long-term financial sustainability is embedded into our strategic planning and governance practices.

The *Financial Plan 2025–2035* outlines our long-term financial strategy and provides a structured framework for responsible financial management. It articulates how we will maintain operational surpluses, increase investment in the renewal, upgrade, and development of community infrastructure, and work towards liquidity and cash reserves at levels that support both service delivery and financial resilience.

Serving as a strategic tool, the *Financial Plan* enables us to align our financial capacity with the goals and aspirations set out in the *Council Plan* and the broader *Community Vision*. It supports transparent and evidence-based decision-making by providing a long-term view of Council's financial position and its ability to meet future service and infrastructure needs.

The plan is reviewed and updated annually to reflect changes in economic conditions, legislative requirements, and community priorities. It builds upon the assumptions and budgetary parameters established in the *2025–2026 Budget*, which provides a detailed four-year outlook, and extends these assumptions through years five to 10. This approach ensures continuity in planning while allowing flexibility to adapt to emerging challenges and opportunities.

1.2 Setting the scene

Our financial position is challenging. Costs are rising, asset renewal has not kept pace, and our financial reserves are below our target. These realities mean we must make important changes to secure our financial future.

Our *Financial Plan* provides a current snapshot of our financial position. It acknowledges the challenges we face, and the work needed to restore long-term financial sustainability. While our financial position is not where we want it to be, we are committed to transparency and are actively taking steps to build a stronger, more resilient financial future.

To keep delivering the services and infrastructure our community values in a way that's financially responsible, we need to make some thoughtful, long-term choices. Based on what we've heard from our community, we'll investigate options when planning our services. We don't want to just cut and slash. We want to plan smarter, act earlier, and protect what matters most. These approaches include:

1. Service prioritisation and efficiency

We're reviewing what we deliver and how we deliver it, including whether some services can be made more efficient or can be provided through more innovative models. We want to make sure we're investing in the right things, at the right time, in the right way. We manage over \$2 billion in assets across all services, so we must spend every dollar where it's needed most.

2. Strategic asset management

We're looking closely at our property portfolio. Over recent years we've strategically purchased a significant amount of new land for open space. The way people use our facilities and spaces is changing and some buildings may no longer meet community needs or be too costly to maintain. We're exploring whether underused assets could be repurposed, consolidated or sold — with proceeds reinvested into community priorities.

3. Advocacy for fairer funding

We're continuing to advocate to the Victorian and Australian governments for a fairer and more sustainable funding model for local government. The current arrangement is fundamentally inequitable — local councils collect just 3.8 per cent of Australia's total tax revenue yet are responsible for managing one-third of the nation's public infrastructure. This imbalance places an unreasonable burden on councils and limits our ability to deliver the services, and capital works our communities rely on.

While we maintain some of the most affordable rates in Victoria, and have done so for generations, this affordability comes at a cost. Rate capping under the *Fair Go Rates System* restricts our ability to raise revenue in line with inflation and service demand. At the same time, we face escalating costs across essential services, infrastructure renewal, and community programs — many of which are impacted by cost shifting and unfunded mandates from other levels of government.

We keep rates low to ease pressure on households and businesses, but low rates make it increasingly difficult to fund the infrastructure and services our community expects and deserves. Without reform, councils risk deferring critical investment, reducing service levels, and increasing reliance on debt. That's why we're calling for a funding framework that reflects the scale and complexity of local government responsibilities — one that restores the value of financial assistance grants, compensates councils for mandated services, and provides flexibility to respond to local needs.

Fairer funding is not just a financial necessity — it is a matter of equity, sustainability and good governance. We will continue to raise our voice to ensure that local government is properly resourced to deliver for our communities now and into the future.

4. Investigating fairer user-pays models

We're exploring whether some services could adopt a more equitable 'user-pays' approach. So those who use a service contribute more directly to its cost. Parking is one example.

Through our *Parking Management Strategy* and community engagement, we'll talk about opportunities for improvement — better enforcement, fairer access and smarter use of space. A well-designed user-pays model could help achieve that, while supporting local businesses and a timelier investment in improving our activity centres.

To guide this work, we are applying five key levers: revenue, expenses, services, assets, and capital. These provide a structured approach to decision-making and enable us to manage income generation, control costs, align services with community priorities, maintain our assets appropriately, and invest where it will deliver the greatest long-term value.

Our ambition is clear: to build a financially resilient organisation that can continue to deliver high-quality services and infrastructure for our community — now and into the future. We recognise that financial sustainability goes beyond balancing the books; it means ensuring we can responsibly and equitably meet the evolving needs of our residents and businesses.

Through the *Our Place, Our Plan* engagement process, we have listened closely to our community. Their feedback has shaped our priorities and financial decisions, ensuring that our actions align with the values and aspirations of those we serve.

Looking ahead, we will undertake a comprehensive reforecasting of this *Financial Plan* as part of the *2026–2027 Budget cycle*. This will ensure our financial strategy remains responsive to changing conditions, community expectations, and emerging opportunities, allowing us to incorporate the latest strategic insights into a refreshed and forward-looking financial framework.

We are determined to make the necessary decisions today to secure a stronger financial future for tomorrow. We remain committed to transparency, accountability, and continuous improvement as we navigate this important journey together.

1.3 Context and challenges

Council holds a fundamental responsibility to manage public resources with integrity, foresight, and accountability. At the heart of this responsibility is the commitment to financial sustainability, ensuring that today's decisions do not compromise the ability of future generations to enjoy the same level of services and infrastructure.

This means making prudent use of the public funds entrusted to us, planning and managing community assets responsibly, and ensuring that future ratepayers are not burdened with unsustainable financial obligations. Our financial strategy is built on the principle of intergenerational equity — delivering value today while safeguarding tomorrow.

We are actively working to improve the City's infrastructure and community facilities, ensuring that they remain fit-for-purpose, accessible, and aligned with the evolving needs of our residents. At the same time, we are committed to delivering services that are essential, high-quality, and affordable — services that the community both needs and is willing to support financially.

To achieve this, we must continue to exercise disciplined financial management, supported by innovation, digital transformation, and a culture of continuous improvement. Every dollar spent must deliver measurable value, and every service must be delivered in the most efficient and cost-effective way possible.

Strategic decision-making and financial prioritisation are more critical than ever. We are responsible for determining how resources are allocated across both operational services and the capital works program. These decisions are guided by strategic priorities, community expectations, and the need to maintain and renew critical infrastructure.

The legacy of the pandemic is that we have had to defer major projects that were in previous financial plans to manage our financial position. For example, the development of the Elsternwick Community Hub which we will not be able to afford within the 10 years of this plan.

We must ensure that working capital is maintained at levels that support day-to-day operations and provide the flexibility to respond to unforeseen events. This includes maintaining sufficient cash reserves to manage cash flow requirements and to act swiftly in the face of emergencies or economic shocks.

The financial landscape in which we operate is becoming increasingly complex.

Rising cost pressures, a tightening fiscal environment, and a growing population are placing unprecedented demands on local government. In this context, forward-thinking financial decisions are not optional — they are essential.

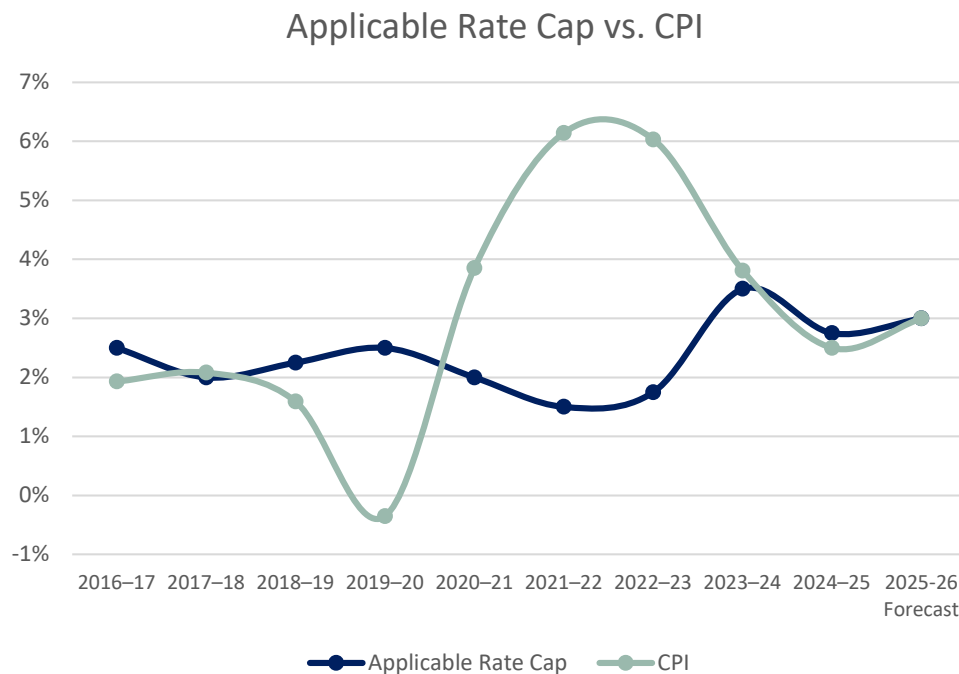
Long-term financial sustainability is the foundation upon which our ability to deliver valued programs and services rests. Without it, the quality, accessibility, and reliability of services that our community depends on could be compromised.

Cost shifting continues to place significant financial pressure on us, with an estimated total impact of more than \$18 million. This occurs where responsibilities for delivering services or infrastructure are transferred from other levels of government without sufficient funding to match. This places increasing pressure on our financial resources, forcing us to stretch budgets to maintain service levels our community expects. Examples of services that are subject to cost shifting include school crossing supervision, library services and maternal and child health. As we strive to manage these demands within the constraints of rate capping and a tightening fiscal environment, cost shifting remains a key challenge in maintaining long-term financial sustainability.

Another significant constraint is the *Fair Go Rates System*, introduced in 2015, which caps rate increases and limits our ability to grow revenue in line with rising costs.

Rate capping helps ease cost-of-living pressures for residents, but it also limits a major source of income for local governments, making it harder for them to maintain service levels and quality. The actual rate caps since implementation have on average been lower than CPI, specifically in the years of heightened inflation post pandemic — for example, annual CPI to

June 2023 was six per cent, while the applicable rate cap for Victorian Local Governments for the same period was 1.75 per cent.



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

External risks and uncertainties

We face a range of external risks that are beyond our control and cannot be fully incorporated into the *Financial Plan*. These include:

- The ongoing cost-of-living crisis, which may lead to reductions in Victorian and Australian Government funding to local governments.
- Potential salary increases resulting from future *Enterprise Bargaining Agreements* and any changes to industrial frameworks applicable to our workforce.
- Further cost shifting from other levels of government, where responsibilities are transferred to local government without corresponding funding.
- Infrastructure renewal and upgrade needs, which may increase as improved condition assessment data becomes available.

- Changes in service delivery models, including the optimal mix, level, and method of service provision, which may affect both costs and savings.
- Emergency events, such as natural disasters or public health crises, which can have significant financial implications.
- Liabilities associated with the Defined Benefit Plan Scheme, which may require additional funding contributions.
- Future rate cap announcements, which will directly influence our revenue-raising capacity.
- Global financial uncertainty arising from the United States administration policy on tariffs and how this will impact the Australian economy, interest rates and inflation.

1.4 Key financial objectives of the Financial Plan

The development of the *Financial Plan* is guided by a key objective: ensuring financial sustainability over the medium to long term, while still delivering on the strategic goals set out in the *Council Plan*. In setting this direction, we recognise the challenging financial environment and the need to balance community expectations with financial realities.

The key financial objectives for Council are:

- Rates — maintain rate increases in line with the constraints set by the Victorian Government's Rate Cap.
- Liquidity — establishing a budget that sets our liquidity level at no less than 100 per cent excluding its reserve funds.
- Fees — set fee increases that are manageable and sustainable, in line with the consumer price index and reasonable benchmarking.
- Service charges — to be set on a cost recovery basis.
- Risk management — mitigate major risks through targeted investment in critical areas, including a focus on maintenance and renewal within our *Capital Works Program*.
- Service level — maintain essential services at no less than current levels.
- Retain capacity to invest in long-term sustainability — support initiatives that build long-term financial sustainability and organisational capability.
- Retain our efficiency position — keep day-to-day costs manageable and acknowledging that our rates have been below similar councils for a long time.
- Community engagement — ensure that priorities reflect feedback from, and engagement with, the community.

1.5 Budget and efficiency monitoring

Our financial forecasts are continually updated as new information arises. In particular our annual budget cycle ensures our costs are regularly refreshed with up-to-date figures. At the same time, efficiencies are analysed to understand whether they can become long-term savings.

Council has five strategic levers to influence our financial performance: they are to increase income, decrease expenditure, determine our capital program, sale of assets and review service provision.

A key lever being explored is increasing our revenue streams. Our revenues over several years have remained stable while operational cost continue to increase.

Council's current revenue position reinforces financial sustainability concerns within the current rate-capping system, with rates and charges, contributions, and grants making up 80 per cent of total income in the 2025–2026 financial year. While this demonstrates a solid financial foundation, over-reliance on these conventional revenue streams limits future agility to raise total revenues and service growing costs.

The *Financial Plan* includes an initiative to maximise our grant income by developing a dedicated approach to grant management and increasing the effectiveness of grant applications. This will include seeking out grants for ready-to-fund projects and partnerships that align with our strategic goals.

Additionally, we review our user fees annually including benchmarking against neighbouring municipalities to gain insights into the broader council environment and best practices elsewhere. Our community engagement has indicated that user fees are appropriate for some services such as facility hire, and that user fees could be used to fund increased access to and quality of our facilities.

This underscores the necessity for us to diversify our fiscal position with an innovative and robust review of potential ongoing revenue generation opportunities.

We also need to continuously review our service provisions to ensure we maintain the quality that is expected but also provide for growth and maintain value for money. Over time this can mean our services change to meet the changing needs of the community, or that a service can be better provided by another organisation with Council providing oversight and review.

1.6 Gender Impact Assessment

As required by the *Gender Equality Act 2020 (Vic)*, a *Gender Impact Assessment* (GIA) was completed on the *Financial Plan* to ensure that our long-term financial decisions promote fairness and inclusion. The *GIA* process evaluates how budget allocations, capital works, and service delivery may differently affect women, men, and gender-diverse people — particularly in areas such as infrastructure access, safety, and economic participation. By embedding this assessment into the financial planning process, we aim to prioritise investments that are not only fiscally responsible but also aligned with our legislative obligations to advance gender equality across the municipality.

The *GIA* was not treated as a compliance exercise but as a strategic tool to inform the structure and priorities of the *Financial Plan*. The *GIA* followed a four-step methodology: defining the issues, gathering insights, exploring options, and making recommendations. This

process surfaced key equity considerations, such as the disproportionate reliance of women, carers, and low-income households on subsidised services, and the historical bias in infrastructure investment that has favoured male-dominated spaces.

The *GIA* influenced the *Financial Plan*'s operational framework by recommending a phased approach to work towards gender-responsive budgeting (GRB). In the short term, this includes updating the *Financial Plan* to reflect equity commitments and strengthening gender analysis in budget bids. Medium-term actions focused on building internal GRB capability and establishing a long-term framework to guide future financial decisions.

1.7 Summary of key outcomes

The updated *Financial Plan* has focused on providing us with an honest and transparent assessment of our current financial position, modelling of future scenarios, and identification of options to ensure that we have the best possible information to help inform future decision-making and manage risk.

We will continue to explore and assess new potential revenue sources; identify specific opportunities for revenue enhancement; and codevelop initiatives for Council to consider new and enhanced revenue streams.

The *Financial Plan* is based on conservative assumptions over our next 10 years, however with continued work, we aspire to meet the following financial sustainability goals:

- operational surpluses throughout the 10-year period.
- a working capital ratio (liquidity) greater than 100 per cent for the majority of the 10-year period
- an increased ability to fund capital works in general as required in asset planning.
- to meet our borrowing obligations (see Borrowing Strategy on page 45–46).
- an improvement in our ability to cash back our reserves.

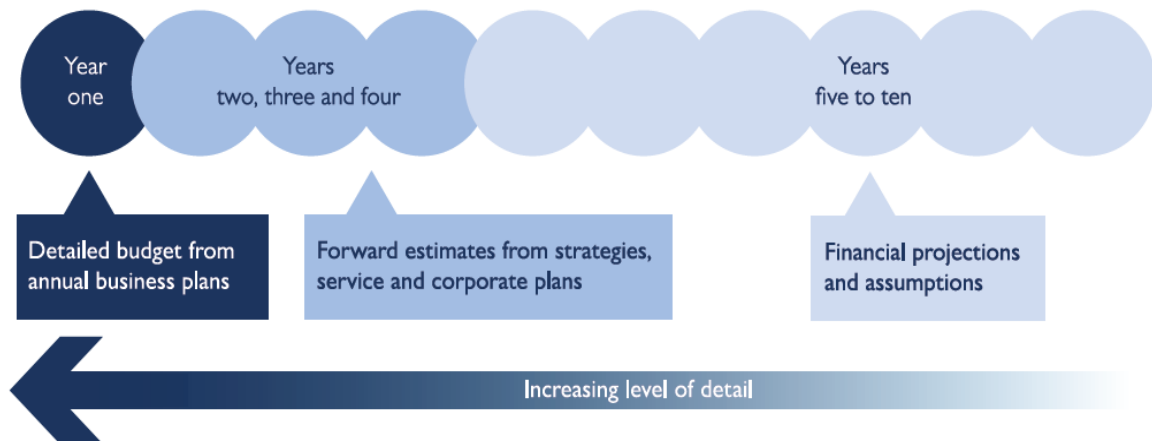
Legislative requirements

This section describes how the *Financial Plan* links to the *Community Vision* and the *Council Plan* within the *Integrated Strategic Planning and Reporting Framework*. This framework guides the Council in identifying community needs and aspirations over the long term (*Community Vision*), medium term (*Council Plan*) and short term (*Budget*) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



This shows the links between the *Community Vision*, *Council Plan* and strategies, with the *Financial Plan*, *Asset Plan*, *Revenue and Rating Plan*, *Workforce Plan* and *Budget* informing and enabling these to deliver community outcomes. The financial plan is influenced by ongoing strategies and service planning and is then used to inform the four-year budget development and other financial processes.

LONG-TERM FINANCIAL PLAN = 10 YEARS**2.1 Strategic Planning Principles**

The *Financial Plan* provides a 10 year financially sustainable projection regarding how the actions of the *Council Plan* may be funded to achieve the *Community Vision*. The *Financial Plan* is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring, and performance reporting.
- Council's *Financial Plan* addresses the *Community Vision* by funding the aspirations of the *Council Plan*. The *Council Plan* aspirations and actions are formulated in the context of the *Community Vision*.
- The *Financial Plan* statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the *Council Plan* to achieve the *Community Vision*.
- Council's strategic planning principles identify and address the risks to effective implementation of the *Financial Plan*.
- The *Financial Plan* provides for the strategic planning principles of monitoring the progress and reviews to identify and adapt to changing circumstances.

2.2 Financial management principles

The *Financial Plan* demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Financial risks must be monitored and managed prudently having regard to economic circumstances.
- Financial policies and strategic plans, including the *Revenue and Rating Plan*, must seek to provide stability and predictability in the financial impact on the municipal community.

- Accounts and records that explain the financial operations and financial position of the Council must be kept.
- Management of the following financial risks:
 - the financial viability of Council (refer to *Financial Policy Statements*, page 19).
 - the management of current and future liabilities of Council.
 - the beneficial enterprises of Council.

2.3 Service performance principles

Our services are designed to be purposeful, targeted to community needs and value for money. The service performance principles are listed below:

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The *Council Plan* is designed to identify the key services and projects to be delivered to the community. The *Financial Plan* provides the mechanism to demonstrate how the service aspirations within the *Council Plan* may be funded.
- Services are accessible to the relevant users within the community for whom the services are intended.
- Council provides quality services that provide value for money to the community. The *Local Government Planning and Reporting Framework (LGPRF)* is designed to communicate Council's performance regarding the provision of quality and efficient services.
- Council has a performance monitoring approach to continuously improve its service delivery standards.
- Council is uplifting its service delivery framework that considers and responds to community feedback and complaints regards service provision.

In addition to identifying the operational and strategic practices that ensure we manage assets across their life cycle in a financially sustainable manner, the *Asset Plan* quantifies the asset portfolio and the financial implications of those practices. Together the *Financial Plan* and *Asset Plan* seek to balance projected investment requirements against projected budgets.

Financial plan context

This section describes the context and external/internal environment considerations in determining the 10-year financial projections and assumptions.

Financial Policy Statements

This section defines the policy statements and associated financial measures.

Financial Policy Statements for the years ending 30 June 2025 – 2035													
Statement	Measure	Objective	2024–25 Forecast	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
Consistent financial surplus result (Table figures are in \$'000's)	Total income - Total Expenditure	> \$5m	10,718	6,032	3,375	1,877	718	3,231	3,013	3,866	4,190	6,376	7,846
Council holds sufficient working capital to meet obligations.	Current Assets / Current Liabilities greater than 1	Average over 100%	144%	144%	123%	111%	90%	84%	77%	72%	72%	75%	79%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income.	Total borrowings / Rate revenue to remain below 60%	<60%	34%	31%	29%	27%	24%	22%	21%	17%	15%	12%	10%
Allocate funds towards renewal capital in order to replace assets as they reach the end of their service life.	Asset renewal and upgrade spend/ Depreciation averages above 100%	>100%	124%	89%	90%	97%	111%	94%	98%	92%	83%	91%	89%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 0%	>0%	-1%	3%	0%	-15%	-39%	-48%	-58%	-68%	-73%	-74%	-71%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 15%	>15%	22%	17%	21%	17%	19%	17%	17%	15%	14%	15%	14%

Assumptions to the financial plan statements

Rates and charges

Planning for future rate increases has been an important component of the *Financial Plan* process. The Victorian Government has introduced the *Fair Go Rates System* which sets out the maximum amount councils may increase rates in a year. The *Financial Plan* assumes a minimum rate increase of 2.7 per cent.

The *Plan* also assumes an additional 600 property assessments per annum. The average rates per Assessment for 2025–2026 is estimated at \$1,630 after applying the Ministers rate cap for 2025–2026 of three per cent.

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

Statutory fees and fines

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, health act registrations and parking fines. Statutory fees are outside the control of Council and therefore can be subject to increases less than the Consumer Price Index (CPI) depending on the decision determined by the Victorian Government each year. Increases are set at approximately 1.2 per cent per annum.

User fees

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of our services. These include use of Glen Eira Leisure, lease and hire of community facilities and the provision of human services such as Family Day Care. Increases are set at an average of 2.4 per cent per annum.

Grants

Grant funding received from State and Federal sources is expected to increase on an annual basis by approximately 2.4 per cent. One-off non-recurrent grant funding includes:

- Getting off Gas for Glen Eira Sports and Aquatic Centre: \$2.5 million is expected to be received by 2026–2027.
- Active Transport and Transport Safety grants of over \$3 million which will be used for multiple road improvement projects.
- We will continue to advocate for grants to fund priority projects.

Monetary contributions

Contributions are the funds we receive from non-government sources. We receive contributions from developers which enable us to provide necessary infrastructure improvements to accommodate development growth. All money raised by the levy will go into more and better open space.

Other income

Other income includes lease and rental income, non-statutory licenses, and reimbursements.

Employee costs

Increases for employee costs mainly reflect the salary increase for all staff pursuant to expected *Enterprise Bargaining Agreements*. No changes to FTE are projected.

Glen Eira has capable and diverse staff required to provide a range of quality services to the community. Recruitment, development, and retention of our staff are critical for the organisation to be able to provide services to our community. The ages of staff vary, with Glen Eira Leisure attracting a younger age group of employees in the fitness and aquatic areas.

The 2025 staff engagement survey showed 73 per cent of staff being highly engaged which places us in the top quartile when benchmarked against other councils. Sixty six per cent of staff gave highly favourable responses to questions relating to alignment factors, this places us in the top decile when benchmarked against other councils.

Materials and consumables

Material costs include items required for the maintenance and repairs of our buildings, parks, roads, drains and footpaths. Cost increases for these items are governed more by market forces based on availability rather than Consumer Price Index.

Contracts and services

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

Depreciation and amortisation

Depreciation and amortisation of our infrastructure, intangibles and right of use of assets is determined from information contained within their various asset management plans and strategies. The future projections of depreciation in the *Financial Plan* are based on the forecasted projects in our *Capital Works Program*. It is crucial that we continue to renew existing assets in our *Capital Works Program*. Depreciation has been further increased by the indexing of the replacement cost of our fixed assets.

Other expenses

Other expenses include administration costs such as Councillor allowances, lease expenditure, audit costs, subscriptions and other costs associated with the day to day running of Council.

Other matters impacting the 10-year financial projections

- Council election costs of \$900,000 every four years.
- \$1 million funding for new Council initiatives.
- Future maintenance for the Elsternwick Club has been included after settlement of the property at \$1 million per annum from 2028–2029.
- No provision or allowance has been made for any call from the Defined Benefits superannuation fund.

Capital Works Program

Our capital program for the next 10 years is approximately \$37 million per annum. Projects in the 10-year *Capital Works Program* include:

Place projects

- \$24.7 million has been allocated to fund place works over the next 10 years. Funding for this is to implement major projects identified in our structure plans, including new buildings, new public plazas, etc. and includes the following:
- *Better Streets and Better Places* design and construction funding allocation — \$9.3 million over 10 years.
- *Integrated Transport Strategy* projects including new pedestrian improvements, wayfinding signage, parking improvements of \$720k.
- *Cycling Action Plan* implementation of \$1.5 million to improve opportunities for cycling around Glen Eira. The plan identifies areas for improvement to help support cycling as a safe and viable transport option for the community. This includes improvements to recognise the role that the cycling network plays in linking people to public transport and walking routes. The plan includes actions around infrastructure, policy and enforcement and education/behaviour.
- Selwyn Street Cultural Precinct (Elsternwick) — \$8.65 million from 2028–2029 to 2030–2031. The vision for the precinct is to create a vibrant and welcoming pedestrian focused public space that foregrounds the important Jewish cultural institutions in Selwyn Street.
- \$3.9 million for other structure plan implementations.

Community facilities

Community facilities comprise buildings and building improvements, upgrade, and renewal of community facilities; Municipal offices; sports facilities; and pavilions. Projects include:

- Mackie Reserve Pavilion — total costs \$4.8 million (\$4.5 million construction in 2025–2026).
- *Pavilion Design and Construction Program* — approximately \$16 million over 10 years.

Recreation and open space

Recreation and open space includes open space initiatives; parks; playing surfaces; and playground equipment. Projects include:

- *Open Space Strategy* implementation of \$39 million over 10 years. This includes the purchase of Elsternwick Club with settlement due June 2027, funding for future land purchases and projects to implement of masterplans.
- Recreational upgrades of \$24.8 million including sportsground lighting, warm season grasses, playground upgrades, cricket net upgrades, sportsground shelters and tennis strategy implementation.

Climate and sustainability initiatives

Climate and sustainability initiatives includes the installation of photovoltaic systems to generate renewable energy, double glazing, and insulation on Council assets, getting off gas at Council's facilities and other building sustainability improvements totalling \$16.5 million over 10 years.

Included in this portfolio is funding of \$3.7 million over 10 years for the *Urban Forest Strategy* implementation. The *Strategy* outlines our vision to create a resilient and sustainable urban forest that supports our liveable City and contributes to the wellbeing of the community in a changing climate.

We have a significant getting off gas project at Glen Eira Sports and Aquatic Centre (GESAC) at a cost of \$6.5 million to be completed by 2027 as well as \$2.2 million for a number of smaller sites to be progressed over the 10 years.

Community safety

Transport and planning projects of \$9.9 million includes safety projects at cross intersections, pedestrian crossings, safer speed limits, school safety, shopping centres, sustainable transport, and disabled parking upgrades.

Renewal program

Included in the capital program is the renewal and upgrade of our major infrastructure assets with an average spend of \$23 million per annum including:

- Infrastructure renewals, average per annum: roads and resurfacing \$7 million, drainage improvement program \$4.2 million and footpaths \$2.5 million.
- Building renewal works — \$1.5 million per annum for cyclical renewal works such as floor coverings, roof renewals and replacement of plant and equipment.
- Recreation and parks — \$1.8 million per annum for renewals of: park shelters, cricket wickets, goal posts, bin enclosures, park furniture and athletics/netball track re-surfacing.
- Glen Eira Leisure Services (GEL) — \$1.5 million per annum for cyclical renewal works and replacement of plant and equipment.
- Library book collections — \$700,000 per annum for the purchase of books, DVDs, magazines, games.
- Replacement of fleet and plant — \$1.7 million per annum includes plant and equipment at Parks, Depot and Glen Eira Town Hall.

- Information technology — \$1 million per annum including renewing base infrastructure such as storage, servers, networking, and end-user tools (desktops; laptops; tablets; monitors).

Digital and technology

Digital and technology includes technological solutions to enable customers to better transact with us and enhancements to existing operational systems.

We are currently developing the *Digital and Technology Strategy*. This seeks to lay out a roadmap for the uplift and implementation of critical parts of our organisation's technology framework, by:

- Improving the accessibility and visibility of customer facing systems and digital services.
- Modernising back-office processes and systems.
- Integrating systems across the framework.
- Appropriately capturing and leveraging data.
- Ensuring cybersecurity and controlling risks.

Over the next 10 years, Council has allocated \$6 million to support the digital and technology program.

Financial plan statements

This section presents information regarding the Financial statements for the 10 years from 2025–2035.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Comprehensive Income Statement for the years ending 30 June 2025 – 2035											
	2024–25 Forecast \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000
Income											
Rates and charges	142,465	147,953	152,789	157,843	163,059	168,442	173,999	179,733	185,651	191,758	198,060
Statutory fees and fines	10,145	11,970	12,113	12,259	12,406	12,555	12,705	12,858	13,012	13,168	13,326
User fees	28,212	30,007	30,727	31,464	32,220	32,993	33,785	34,595	35,426	36,276	37,147
Interest received	2,740	2,260	2,204	1,850	1,593	817	715	573	466	435	482
Contributions - monetary	5,409	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Grants - operating	20,853	19,973	21,183	20,667	21,163	21,671	22,191	22,724	23,269	23,828	24,399
Grants - capital	11,415	8,717	2,592	711	728	1,913	763	782	800	820	839
Other income	2,131	2,593	2,655	2,719	2,784	2,851	2,920	2,501	2,561	2,623	2,686
Total Income	223,369	228,473	229,264	232,512	238,952	246,242	252,077	258,766	266,185	273,906	281,939
Expenses											
Employee costs	91,811	93,301	96,923	99,731	102,623	105,602	108,670	111,830	115,085	118,537	122,093
Materials and consumables	5,118	5,138	5,241	5,346	5,453	5,562	5,673	5,786	5,902	6,020	6,141
Contractor payments	59,271	65,440	64,286	65,143	67,262	67,876	69,523	70,886	73,508	74,314	75,977
Maintenance	8,246	8,876	9,089	9,307	10,531	10,783	11,042	11,307	11,579	11,857	12,141
Utilities	5,190	5,363	5,491	5,623	5,758	5,896	6,038	6,183	6,331	6,483	6,639
Insurance	2,061	2,350	2,407	2,464	2,524	2,584	2,646	2,710	2,775	2,841	2,909
Grants and subsidies	1,502	1,646	1,686	1,726	1,768	1,810	1,854	1,898	1,944	1,990	2,038
Other expenses	6,677	6,777	6,940	7,106	7,277	7,451	7,630	7,813	8,001	8,193	8,389
Borrowing costs	2,475	2,438	2,408	2,295	2,103	1,934	1,882	1,767	1,519	1,294	1,098
Finance costs - leases	87	61	77	51	53	54	55	57	58	59	61
Depreciation	27,853	29,094	29,676	30,270	31,375	32,003	32,643	33,296	33,961	34,641	35,334
Amortisation - intangible assets	411	362	145	116	93	74	59	47	38	30	24
Depreciation - right of use assets	562	533	459	395	355	320	288	259	233	210	189
Net loss on sale/Disposal of property, infrastructure, plant and equipment	1,385	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061
Total Expenses	212,650	222,441	225,889	230,635	238,234	243,011	249,063	254,900	261,994	267,530	274,093
Surplus for the year	10,718	6,032	3,375	1,877	718	3,231	3,013	3,866	4,190	6,376	7,846

Balance Sheet for the years ending 30 June 2025 – 2035											
	2024–25 Forecast \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000
Assets											
Current Assets											
Cash and cash equivalents	54,845	55,106	46,238	39,817	27,220	23,817	19,105	15,525	14,488	16,073	19,319
Trade and other receivables	22,083	22,583	22,883	23,213	23,583	24,083	24,583	25,083	25,083	25,083	25,083
Other financial assets	6,063	6,063	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113
Total Current Assets	82,992	83,752	72,234	66,143	53,917	51,013	46,801	43,722	42,684	44,269	47,515
Non-Current Assets											
Investments in joint operations	282	282	282	282	282	282	282	282	282	282	282
Financial assets	5	5	5	5	5	5	5	5	5	5	5
Intangible assets	496	334	389	273	180	206	247	200	162	131	107
Right of use assets	1,214	681	222	3,131	2,776	2,456	2,168	1,909	1,676	1,466	1,277
Property, infrastructure, plant & equipment	2,714,178	2,717,244	2,730,764	2,734,828	2,742,786	2,747,606	2,752,947	2,754,026	2,753,002	2,753,177	2,752,938
Total Non-Current Assets	2,716,175	2,718,547	2,731,663	2,738,520	2,746,029	2,750,555	2,755,649	2,756,422	2,755,127	2,755,062	2,754,610
Total Assets	2,799,167	2,802,299	2,803,897	2,804,663	2,799,946	2,801,569	2,802,450	2,800,144	2,797,811	2,799,331	2,802,125
Liabilities											
Current Liabilities											
Trade and other payables	12,426	12,926	12,939	12,961	12,996	13,044	13,044	13,044	13,044	13,044	13,044
Contract and other liabilities	3,480	3,028	2,577	2,125	1,674	1,222	770	318	-	-	-
Trust funds and deposits	23,892	23,892	23,892	23,892	23,892	23,892	23,892	23,892	23,892	23,892	23,892
Provisions	14,780	14,780	15,067	15,375	15,710	16,162	16,662	17,162	17,162	17,162	17,162
Lease liabilities	606	537	182	330	340	340	340	340	340	340	340
Interest-bearing liabilities	2,343	2,959	4,112	5,023	5,237	5,788	5,880	5,865	4,516	4,712	5,461
Total Current Liabilities	57,527	58,122	58,768	59,706	59,848	60,448	60,588	60,622	58,954	59,150	59,900
Non-Current Liabilities											
Provisions	1,173	1,173	1,173	1,173	1,173	1,173	1,173	1,173	1,173	1,173	1,173
Interest-bearing liabilities	57,334	54,375	52,133	47,110	41,874	40,006	38,074	32,209	27,693	22,981	17,520
Lease liabilities	766	229	48	3,021	2,681	2,341	2,000	1,660	1,320	979	639
Other liabilities	4,753	4,753	4,753	4,753	4,753	4,753	4,753	4,753	4,753	4,753	4,753
Total Non-Current Liabilities	64,026	60,530	58,107	56,058	50,481	48,273	46,001	39,795	34,939	29,887	24,085
Total Liabilities	121,553	118,652	116,875	115,764	110,329	108,721	106,589	100,417	93,893	89,037	83,985
Net Assets	2,677,614	2,683,647	2,687,021	2,688,899	2,689,617	2,692,848	2,695,862	2,699,727	2,703,918	2,710,294	2,718,140
Equity											
Accumulated surplus	1,015,505	1,016,637	1,027,397	1,026,729	1,025,563	1,026,464	1,028,151	1,029,796	1,032,736	1,037,012	1,042,758
Reserves	1,662,109	1,667,009	1,659,624	1,662,169	1,664,054	1,666,384	1,667,711	1,669,931	1,671,182	1,673,282	1,675,382
TOTAL EQUITY	2,677,614	2,683,647	2,687,021	2,688,899	2,689,617	2,692,848	2,695,862	2,699,727	2,703,918	2,710,294	2,718,140

Statement of Changes in Equity for the years ending 30 June 2025 – 2035				
	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2024–25 Forecast				
Balance at beginning of the financial year	2,666,896	1,008,492	1,637,316	21,088
Comprehensive result	10,718	10,718	-	-
Movement in Reserves	-	(3,705)	-	3,705
Balance at end of financial year	2,677,614	1,015,505	1,637,316	24,793
2025–26				
Balance at beginning of the financial year	2,677,614	1,015,505	1,637,316	24,793
Comprehensive result	6,032	6,032	-	-
Movement in Reserves	-	(4,900)	-	4,900
Balance at end of financial year	2,683,647	1,016,637	1,637,316	29,693
2026–27				
Balance at beginning of the financial year	2,683,647	1,016,637	1,637,316	29,693
Comprehensive result	3,375	3,375	-	-
Movement in Reserves	-	7,385	-	(7,385)
Balance at end of financial year	2,687,021	1,027,397	1,637,316	22,308
2027–28				
Balance at beginning of the financial year	2,687,021	1,027,397	1,637,316	22,308
Comprehensive result	1,877	1,877	-	-
Movement in Reserves	-	(2,545)	-	2,545
Balance at end of financial year	2,688,899	1,026,729	1,637,316	24,853
2028–29				
Balance at beginning of the financial year	2,688,899	1,026,729	1,637,316	24,853
Comprehensive result	718	718	-	-
Movement in Reserves	-	(1,885)	-	1,885
Balance at end of financial year	2,689,617	1,025,563	1,637,316	26,738
2029–30				
Balance at beginning of the financial year	2,689,617	1,025,563	1,637,316	26,738
Comprehensive result	3,231	3,231	-	-
Movement in Reserves	-	(2,330)	-	2,330
Balance at end of financial year	2,692,848	1,026,464	1,637,316	29,068

Statement of Changes in Equity for the years ending 30 June 2025 – 2035				(continued)
	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2030–31				
Balance at beginning of the financial year	2,692,848	1,026,464	1,637,316	29,068
Comprehensive result	3,013	3,013	-	-
Movement in Reserves	-	(1,327)	-	1,327
Balance at end of financial year	2,695,862	1,028,151	1,637,316	30,395
2031–32				
Balance at beginning of the financial year	2,695,862	1,028,151	1,637,316	30,395
Comprehensive result	3,866	3,866	-	-
Movement in Reserves	-	(2,220)	-	2,220
Balance at end of financial year	2,699,727	1,029,796	1,637,316	32,615
2032–33				
Balance at beginning of the financial year	2,699,727	1,029,796	1,637,316	32,615
Comprehensive result	4,190	4,190	-	-
Movement in Reserves	-	(1,251)	-	1,251
Balance at end of financial year	2,703,918	1,032,736	1,637,316	33,866
2033–34				
Balance at beginning of the financial year	2,703,918	1,032,736	1,637,316	33,866
Comprehensive result	6,376	6,376	-	-
Movement in Reserves	-	(2,100)	-	2,100
Balance at end of financial year	2,710,294	1,037,012	1,637,316	35,966
2034–35				
Balance at beginning of the financial year	2,710,294	1,037,012	1,637,316	35,966
Comprehensive result	7,846	7,846	-	-
Movement in Reserves	-	(2,100)	-	2,100
Balance at end of financial year	2,718,140	1,042,758	1,637,316	38,066

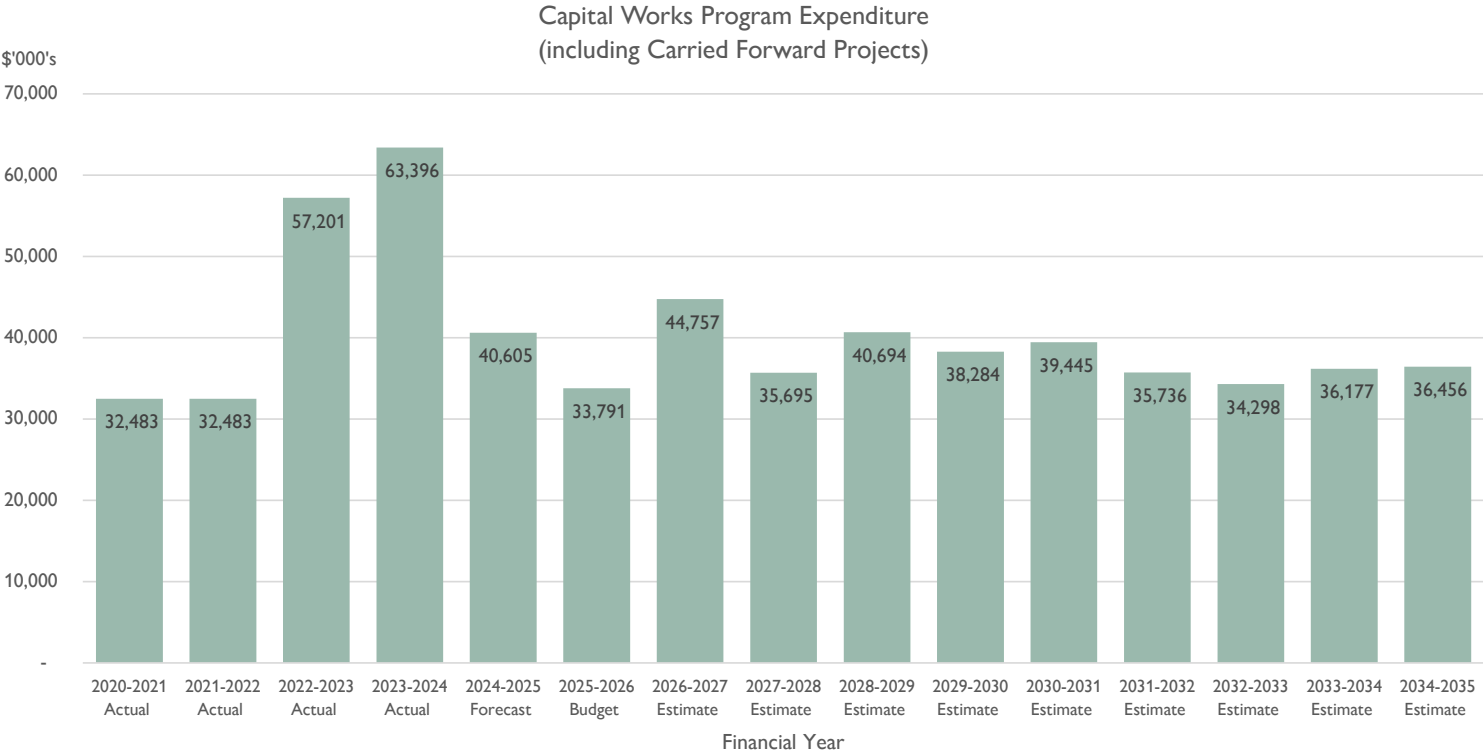
Statement of Cash Flows for the years ending 30 June 2025 – 2035

	2024-25 Forecast	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000	Inflow/ (Outflow) \$'000
Cash Flow from Operating Activities											
Rates and charges	142,465	147,953	152,789	157,843	163,059	168,442	173,999	179,733	185,651	191,758	198,060
Statutory fees and fines	10,145	11,970	12,113	12,259	12,406	12,555	12,705	12,858	13,012	13,168	13,326
User fees	28,212	30,007	30,727	31,464	32,220	32,993	33,785	34,595	35,426	36,276	37,147
Other receipts	1,679	2,142	2,204	2,268	2,333	2,399	2,468	2,050	2,243	2,623	2,686
Interest received	2,740	2,260	2,204	1,850	1,593	817	715	573	466	435	482
Contributions - monetary	5,409	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Grants - operating	20,853	19,973	21,183	20,667	21,163	21,671	22,191	22,724	23,269	23,828	24,399
Grants - capital	11,415	8,717	2,592	711	728	1,913	763	782	800	820	839
Employee costs	(91,811)	(93,301)	(96,923)	(99,731)	(102,623)	(105,602)	(108,670)	(111,830)	(115,085)	(118,537)	(122,093)
Materials and services	(82,194)	(88,372)	(87,750)	(89,151)	(92,826)	(94,034)	(96,289)	(98,274)	(101,532)	(102,988)	(105,317)
Short-term, low value and variable lease payments	(393)	(441)	(450)	(459)	(468)	(477)	(487)	(497)	(507)	(517)	(527)
Other payments	(6,677)	(6,777)	(6,940)	(7,106)	(7,277)	(7,451)	(7,630)	(7,813)	(8,001)	(8,193)	(8,389)
Net Cash provided by/(used in) Operating Activities	41,842	39,130	36,749	35,613	35,306	38,225	38,549	39,901	40,743	43,671	45,612
Cash Flow from Investing Activities											
Proceeds from sale of property, infrastructure, plant & equipment	398	370	300	300	300	300	300	300	300	300	300
Payments for property, infrastructure, plant & equipment	(40,605)	(33,791)	(41,807)	(35,695)	(40,694)	(38,284)	(39,445)	(35,736)	(34,298)	(36,177)	(36,456)
Net Cash provided by/(used in) Investing Activities	(40,207)	(33,421)	(41,507)	(35,395)	(40,394)	(37,984)	(39,145)	(35,436)	(33,998)	(35,877)	(36,156)
Cash Flow from Financing Activities											
Proceeds from borrowings	-	-	2,165	-	-	4,000	4,000	-	-	-	-
Repayment of borrowings	(2,162)	(2,343)	(3,253)	(4,112)	(5,023)	(5,316)	(5,840)	(5,880)	(5,865)	(4,516)	(4,712)
Finance costs	(2,475)	(2,438)	(2,408)	(2,295)	(2,103)	(1,934)	(1,882)	(1,767)	(1,519)	(1,294)	(1,098)
Interest paid - lease liability	(87)	(61)	(77)	(51)	(53)	(54)	(55)	(57)	(58)	(59)	(61)
Repayment of lease liabilities	(693)	(606)	(537)	(182)	(330)	(340)	(340)	(340)	(340)	(340)	(340)
Net Cash provided by/(used in) Financing Activities	(5,417)	(5,448)	(4,110)	(6,640)	(7,509)	(3,645)	(4,117)	(8,044)	(7,782)	(6,209)	(6,210)
Net Increase/(Decrease) in cash held	(3,782)	260	(8,868)	(6,421)	(12,596)	(3,403)	(4,712)	(3,579)	(1,038)	1,585	3,246
Cash and cash equivalents at the beginning of the financial year	58,628	54,845	55,106	46,238	39,817	27,220	23,817	19,105	15,525	14,488	16,073
Cash and Cash Equivalents at End of Year	54,845	55,106	46,238	39,817	27,220	23,817	19,105	15,525	14,488	16,073	19,319

Statement of Capital Works for the years ending 30 June 2025 – 2035											
Capital Works Area	2024–25 Forecast \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000
Carried forward expenditure from previous financial year	4,986	6,624	-	-	-	-	-	-	-	-	-
New Works											
Property											
Land	1,504	-	14,750	2,405	1,990	2,550	2,225	2,550	2,550	2,550	2,550
Buildings	19,715	8,244	6,600	3,688	5,717	2,254	2,402	5,716	2,009	5,716	5,727
Total Property	21,219	8,244	21,350	6,093	7,707	4,804	4,627	8,266	4,559	8,266	8,277
Plant and Equipment											
Plant, Machinery and Equipment	1,276	1,808	2,513	3,103	2,752	2,767	2,800	2,800	2,800	2,800	2,800
Computers and Telecommunications	1,635	877	1,845	1,913	1,881	950	968	988	1,248	1,248	1,248
Library Books and Materials	966	605	618	630	642	655	668	682	695	709	724
Other Plant & Equipment	451	576	860	997	2,755	1,481	988	1,001	1,008	1,008	1,012
Total Plant and Equipment	4,327	3,867	5,834	6,643	8,031	5,853	5,425	5,471	5,752	5,766	5,783
Infrastructure											
Roads	6,107	5,127	5,235	7,892	9,337	8,143	9,734	8,403	9,920	8,483	8,592
Footpaths	2,235	2,600	2,750	2,991	2,823	2,858	2,902	2,965	2,405	2,405	2,450
Drainage	1,255	1,267	1,000	4,438	4,549	4,662	4,779	4,898	4,898	4,898	4,994
Open Space and Recreation	5,207	4,632	6,812	6,321	6,349	6,400	6,681	3,955	5,474	4,662	4,662
Car Parks	1,647	320	170	270	170	170	170	170	170	170	170
Streetscape Works	245	1,111	1,605	1,047	1,727	5,393	5,128	1,607	1,120	1,527	1,527
Total Infrastructure	16,696	15,057	17,573	22,959	24,956	27,626	29,394	21,999	23,988	22,146	22,396
Total New Works	42,243	27,167	44,757	35,695	40,694	38,284	39,445	35,736	34,298	36,177	36,456
Carried forward projects to the next financial year	(6,624)	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure (including carry forwards)	40,605	33,791	44,757	35,695	40,694	38,284	39,445	35,736	34,298	36,177	36,456

Statement of Capital Works (continued)											
Capital Works Area	2024-25 Forecast \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000	2029-30 \$'000	2030-31 \$'000	2031-32 \$'000	2032-33 \$'000	2033-34 \$'000	2034-35 \$'000
Total Capital Expenditure	40,605	33,791	44,757	35,695	40,694	38,284	39,445	35,736	34,298	36,177	36,456
Represented by:											
Asset Renewal Expenditure	17,342	14,634	13,487	20,529	21,023	17,713	19,845	20,627	18,963	20,361	20,547
Asset Upgrade Expenditure	17,178	11,141	13,077	8,741	13,714	12,240	12,226	10,124	9,093	10,999	11,070
Asset Expansion Expenditure	646	100	721	1,315	1,751	3,347	3,484	1,400	1,399	1,523	1,546
Asset New Expenditure	5,439	7,917	17,472	5,109	4,206	4,984	3,890	3,585	4,842	3,293	3,293
Total Capital Expenditure	40,605	33,791	44,757	35,695	40,694	38,284	39,445	35,736	34,298	36,177	36,456
Funding sources represented by:											
Grants	11,415	8,717	2,592	711	728	1,913	763	782	800	820	839
Council Cash & Reserve	29,189	25,075	39,999	34,984	39,966	32,370	34,682	34,954	33,498	35,357	35,616
Borrowings	-	-	2,165	-	-	4,000	4,000	-	-	-	-
Total Capital Funding	40,605	33,791	44,757	35,695	40,694	38,284	39,445	35,736	34,298	36,177	36,456

The graph below highlights the movement in capital spend since 2020–21 and our forward outlook on capital expenditure to 2034–35.



Statement of Human Resources - Staff Numbers for the years ending 30 June 2025 - 2035												
Description		2024-25 Forecast FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	2030-31 FTE	2031-32 FTE	2032-33 FTE	2033-34 FTE	2034-35 FTE
Community Wellbeing												
Permanent Full-time		75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00	75.00
	Women	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00	56.00
	Men	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Permanent Part-time		122.57	122.57	122.57	122.57	122.57	122.57	122.57	122.57	122.57	122.57	122.57
	Women	107.36	107.36	107.36	107.36	107.36	107.36	107.36	107.36	107.36	107.36	107.36
	Men	15.21	15.21	15.21	15.21	15.21	15.21	15.21	15.21	15.21	15.21	15.21
Total Community Wellbeing		197.57	197.57	197.57	197.57	197.57	197.57	197.57	197.57	197.57	197.57	197.57
Sustainability, Assets and Leisure												
Permanent Full-time		190.00	193.00	193.00	193.00	193.00	193.00	193.00	193.00	193.00	193.00	193.00
	Women	50.00	51.00	51.00	51.00	51.00	51.00	51.00	51.00	51.00	51.00	51.00
	Men	140.00	142.00	142.00	142.00	142.00	142.00	142.00	142.00	142.00	142.00	142.00
Permanent Part-time		12.74	12.74	12.74	12.74	12.74	12.74	12.74	12.74	12.74	12.74	12.74
	Women	9.17	9.17	9.17	9.17	9.17	9.17	9.17	9.17	9.17	9.17	9.17
	Men	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57	3.57
Total Sustainability, Assets and Leisure		202.74	205.74	205.74	205.74	205.74	205.74	205.74	205.74	205.74	205.74	205.74
Planning and Place												
Permanent Full-time		82.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
	Women	44.00	46.00	46.00	46.00	46.00	46.00	46.00	46.00	46.00	46.00	46.00
	Men	38.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00
Permanent Part-time		18.29	18.29	18.29	18.29	18.29	18.29	18.29	18.29	18.29	18.29	18.29
	Women	13.32	13.32	13.32	13.32	13.32	13.32	13.32	13.32	13.32	13.32	13.32
	Men	4.97	4.97	4.97	4.97	4.97	4.97	4.97	4.97	4.97	4.97	4.97
Total Planning and Place		100.29	103.29	103.29	103.29	103.29	103.29	103.29	103.29	103.29	103.29	103.29
Customer and Corporate Affairs												
Permanent Full-time		81.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00
	Women	45.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00
	Men	36.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Permanent Part-time		17.33	17.33	17.33	17.33	17.33	17.33	17.33	17.33	17.33	17.33	17.33
	Women	14.35	14.35	14.35	14.35	14.35	14.35	14.35	14.35	14.35	14.35	14.35
	Men	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98	2.98
Total Customer and Corporate Affairs		98.33	96.33	96.33	96.33	96.33	96.33	96.33	96.33	96.33	96.33	96.33
City Management												
Permanent Full-time		45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00
	Women	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00
	Men	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Permanent Part-time		5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83
	Women	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83
Total City Management		50.83	50.83	50.83	50.83	50.83	50.83	50.83	50.83	50.83	50.83	50.83
Total Permanent Staff		649.76	653.76	653.76	653.76	653.76	653.76	653.76	653.76	653.76	653.76	653.76
Casuals and Other		118.51	118.51	118.51	118.51	118.51	118.51	118.51	118.51	118.51	118.51	118.51
Capitalised Labour		3.00	-	-	-	-	-	-	-	-	-	-
Total Staff		771.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27

Statement of Human Resources - Staff Expenditure for the years ending 30 June 2025 - 2035												
Description		2024-25 Forecast	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Community Wellbeing												
Permanent Full-time		10,606	10,228	10,637	10,956	11,285	11,623	11,972	12,331	12,701	13,082	13,475
	Women	7,920	7,638	7,944	8,182	8,427	8,680	8,941	9,209	9,485	9,770	10,063
	Men	2,686	2,590	2,694	2,774	2,858	2,943	3,032	3,123	3,216	3,313	3,412
	Permanent Part-time	18,819	12,999	13,519	13,925	14,342	14,773	15,216	15,672	16,142	16,627	17,125
	Women	16,702	11,537	11,998	12,358	12,729	13,111	13,504	13,910	14,327	14,757	15,199
	Men	2,117	1,462	1,520	1,566	1,613	1,661	1,711	1,763	1,816	1,870	1,926
Total Community Wellbeing		29,425	23,227	24,156	24,881	25,627	26,396	27,188	28,004	28,844	29,709	30,600
Sustainability, Assets and Leisure												
Permanent Full-time		19,513	23,143	24,069	24,791	25,535	26,301	27,090	27,902	28,739	29,601	30,490
	Women	5,309	6,297	6,549	6,745	6,948	7,156	7,371	7,592	7,820	8,054	8,296
	Men	14,204	16,846	17,520	18,045	18,587	19,144	19,719	20,310	20,920	21,547	22,194
	Permanent Part-time	2,512	1,117	1,162	1,197	1,232	1,269	1,307	1,347	1,387	1,429	1,472
	Women	1,851	823	856	882	908	935	963	992	1,022	1,053	1,084
	Men	661	294	306	315	324	334	344	354	365	376	387
Total Sustainability, Assets and Leisure		22,025	24,260	25,230	25,987	26,767	27,570	28,397	29,249	30,126	31,030	31,961
Planning and Place												
Permanent Full-time		10,367	11,563	12,026	12,386	12,758	13,141	13,535	13,941	14,359	14,790	15,234
	Women	5,593	6,238	6,488	6,682	6,883	7,089	7,302	7,521	7,746	7,979	8,218
	Men	4,774	5,325	5,538	5,704	5,875	6,052	6,233	6,420	6,613	6,811	7,015
	Permanent Part-time	1,927	1,963	2,042	2,103	2,166	2,231	2,298	2,367	2,438	2,511	2,586
	Women	1,488	1,516	1,577	1,624	1,673	1,723	1,775	1,828	1,883	1,939	1,997
	Men	439	447	465	479	493	508	523	539	555	572	589
Total Planning and Place		12,294	13,526	14,067	14,489	14,924	15,371	15,833	16,308	16,797	17,301	17,820
Customer and Corporate Affairs												
Permanent Full-time		10,337	11,039	11,481	11,825	12,180	12,545	12,921	13,309	13,708	14,120	14,543
	Women	5,754	6,145	6,391	6,583	6,780	6,983	7,193	7,409	7,631	7,860	8,096
	Men	4,583	4,894	5,090	5,242	5,400	5,562	5,729	5,900	6,077	6,260	6,448
	Permanent Part-time	2,132	1,717	1,786	1,839	1,894	1,951	2,010	2,070	2,132	2,196	2,262
	Women	1,803	1,452	1,510	1,555	1,602	1,650	1,700	1,751	1,803	1,857	1,913
	Men	329	265	276	284	292	301	310	319	329	339	349
Total Customer and Corporate Affairs		12,469	12,756	13,266	13,664	14,074	14,496	14,931	15,379	15,841	16,316	16,805
City Management												
Permanent Full-time		6,172	6,324	6,577	6,774	6,977	7,187	7,402	7,624	7,853	8,089	8,331
	Women	4,643	4,757	4,947	5,096	5,249	5,406	5,568	5,735	5,907	6,085	6,267
	Men	1,529	1,567	1,630	1,679	1,729	1,781	1,834	1,889	1,946	2,004	2,064
	Permanent Part-time	916	768	799	823	847	873	899	926	954	982	1,012
	Women	916	768	799	823	847	873	899	926	954	982	1,012
	Total City Management	7,088	7,092	7,376	7,597	7,825	8,060	8,301	8,550	8,807	9,071	9,343
Total Permanent Staff Expenditure		83,301	80,861	84,095	86,618	89,217	91,893	94,650	97,490	100,414	103,427	106,530
Casuals and Other Expenditure		8,510	12,440	12,828	13,113	13,406	13,708	14,019	14,340	14,670	15,110	15,564
Capitalised Labour Costs		400	-	-	-	-	-	-	-	-	-	-
Total Expenditure		92,211	93,301	96,923	99,731	102,623	105,602	108,670	111,830	115,085	118,537	122,093

Statement of Human Resources for the years ending 30 June 2025 - 2035											
Staff Expenditure	2024–25 Forecast \$'000	2025–26 \$'000	2026–27 \$'000	2027–28 \$'000	2028–29 \$'000	2029–30 \$'000	2030–31 \$'000	2031–32 \$'000	2032–33 \$'000	2033–34 \$'000	2034–35 \$'000
Employee Costs — Operating	91,811	93,301	96,923	99,731	102,623	105,602	108,670	111,830	115,085	118,537	122,093
Employee Costs — Capital	400	-	-	-	-	-	-	-	-	-	-
Total Staff Expenditure	92,211	93,301	96,923	99,731	102,623	105,602	108,670	111,830	115,085	118,537	122,093
Staff Numbers	2024–25 Forecast FTE	2025–26 FTE	2026–27 FTE	2027–28 FTE	2028–29 FTE	2029–30 FTE	2030–31 FTE	2031–32 FTE	2032–33 FTE	2033–34 FTE	2034–35 FTE
Employees (Full-time Equivalent)	771.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27	772.27

Financial Performance Indicators

Local Government Performance Reporting Framework Indicators (LGPRF)

The *Local Government Performance Reporting Framework* is a mandatory system of performance reporting for all councils. The regulations include a set of 12 financial performance indicators, which aim to provide information on the effectiveness of financial management. The following tables highlight our current and projected performance across a range of these key financial performance indicators. These indicators provide a useful analysis of our financial position and performance and should be used in the context of the organisation's objectives.

Projected performance indicators - Financial														
Indicator	Measure	Note	2024–25 Forecast	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	Trend +/-
Operating Position														
Adjusted Underlying Result	<u>Adjusted Underlying Surplus</u> Adjusted Underlying Revenue	1	-0.33%	-1.22%	0.35%	0.50%	0.00%	0.54%	0.90%	1.20%	1.28%	2.03%	2.49%	+
Liquidity														
Working Capital	<u>Current Assets/</u> Current Liabilities	2	144.27%	144.10%	122.91%	110.78%	90.09%	84.39%	77.24%	72.12%	72.40%	74.84%	79.32%	-
Unrestricted Cash	<u>Unrestricted Cash/</u> Current Liabilities		-0.81%	2.62%	0.06%	-14.95%	-39.12%	-48.21%	-58.07%	-67.60%	-73.40%	-74.02%	-71.18%	-
Obligations														
Loans and Borrowings	<u>Interest-bearing Loans and</u> Borrowings Rate Revenue	3	41.89%	38.75%	36.81%	33.03%	28.89%	27.19%	25.26%	21.18%	17.35%	14.44%	11.60%	+
Loans and Borrowings	<u>Interest and Principal</u> Repayments Rate Revenue		3.25%	3.23%	3.71%	4.06%	4.37%	4.30%	4.44%	4.25%	3.98%	3.03%	2.93%	+
Indebtedness	<u>Non-current Liabilities</u> Own Source Revenue		34.48%	31.08%	28.98%	27.19%	23.80%	22.18%	20.52%	17.28%	14.73%	12.24%	9.57%	+
Asset Renewal	<u>Asset Renewal+Upgrade</u> Asset Depreciation	4	123.93%	88.59%	89.51%	96.70%	110.71%	93.59%	98.25%	92.36%	82.61%	90.53%	89.48%	-

Projected performance indicators - Financial														
Indicator	Measure	Note	2024–25 Forecast	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35	Trend +/-
Stability														
Rates Concentration	Rate Revenue Adjusted Underlying Revenue	5	67.22%	67.33%	67.41%	68.09%	68.45%	68.94%	69.24%	69.67%	69.96%	70.22%	70.46%	o
Rates Effort	Rate Revenue Property Values (CIV)		0.16%	0.16%	0.15%	0.15%	0.15%	0.15%	0.14%	0.14%	0.14%	0.14%	0.14%	+
Efficiency														
Expenditure Level	Total Expenditure No. of Assessments		\$ 2,943	\$ 3,053	\$ 3,075	\$ 3,114	\$ 3,191	\$ 3,229	\$ 3,283	\$ 3,334	\$ 3,400	\$ 3,445	\$ 3,502	o
Revenue Level	Sum of all General Rates and Municipal Charges No. of Assessments		\$ 1,592	\$ 1,641	\$ 1,684	\$ 1,729	\$ 1,776	\$ 1,823	\$ 1,872	\$ 1,922	\$ 1,974	\$ 2,027	\$ 2,082	o
Workforce Turnover	No. of Resignations & Terminations Average Number of Staff		12.89%	12.63%	12.61%	12.60%	12.58%	12.57%	12.56%	12.54%	12.53%	12.51%	12.50%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to Financial Performance Indicators (LGPRF)

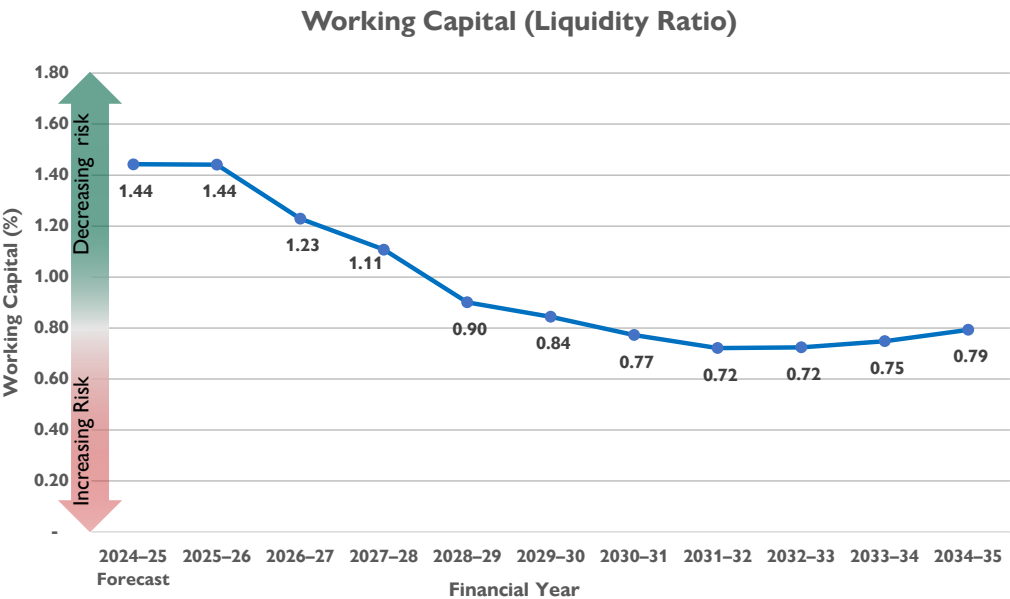
Adjusted underlying result

An adjusted underlying surplus is generated in the ordinary course of business from 2026–2027. A sustainable operating result is required for us to continue to provide core services and meet its objectives.

Working capital

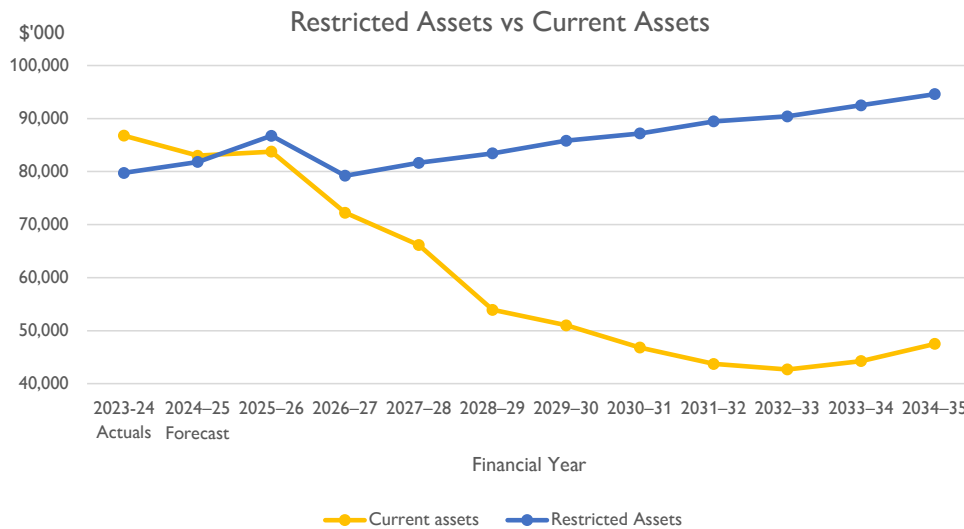
Working capital is the excess of current assets above current liabilities. This calculation recognises that although we have current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months and are therefore not available for discretionary spending.

A ratio of more than 100 per cent means there are more short-term assets than short-term liabilities.



Unrestricted cash

Restricted assets include items such as residential aged care bonds, contractor deposits, employee entitlements and the open space reserve. Whilst we will nearly be able to cash back our reserves in 2025–2026, greater intervention is required in the years following to build the resilience necessary to respond to risk and unknown factors — many of which are outside of our control.



Loans and borrowings

The indicators show whether the level of interest-bearing loans and borrowings is appropriate to the size and nature of our activities. Our borrowing level will reduce over the 10 years in line with our repayment schedules.

Asset renewal

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

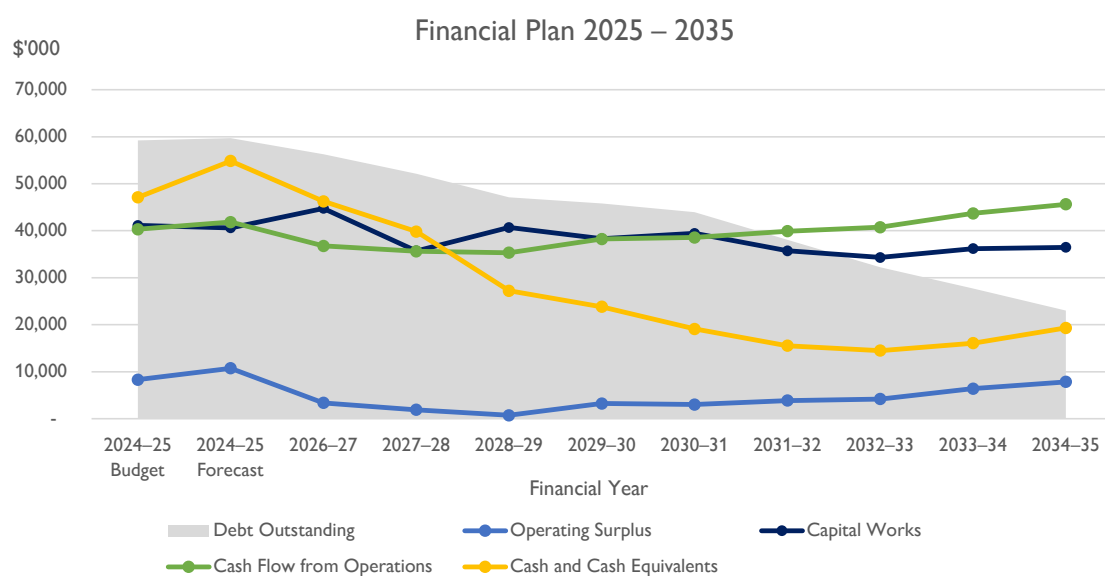
Rates concentration

Reflects extent of reliance on rate revenues to fund all of our on-going services. Trend indicates we will still be consistently reliant on rate revenue compared to all other revenue sources with over 65 per cent of our income coming from rates.

Financial resources

The following graph summarises the key financial results for the years ending 30 June 2025 to 2035. The graph below shows: the operating result improving; capital works averaging over \$37 million per annum; and loans repayments over 15 years.

The level of projected cash incorporates capital expenditure and current rates projections. The financial statements include a more detailed analysis of the financial resources to be used over the 10-year period.



Key Financial Results for the years ending 30 June 2025 – 2035

Statement	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Trend +/-
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Surplus	6,032	3,375	1,877	718	3,231	3,013	3,866	4,190	6,376	7,846	+
Capital Works	33,791	44,757	35,695	40,694	38,284	39,445	35,736	34,298	36,177	36,456	o
Cash Flow from Operations	39,130	36,749	35,613	35,306	38,225	38,549	39,901	40,743	43,671	45,612	+
Cash and Cash Equivalents	55,106	46,238	39,817	27,220	23,817	19,105	15,525	14,488	16,073	19,319	-
Debt Outstanding	57,334	56,245	52,133	47,110	45,794	43,954	38,074	32,209	27,693	22,981	+

Key to forecast trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Victorian Auditor-General's Office (VAGO) indicators

Each year, the Auditor-General of Victoria performs an audit of the Local Government sector and produces a report to Parliament of the results of those audits. As part of this process, the Auditor-General assesses the financial sustainability of councils. The following provides forecast indicators for Glen Eira City Council.

VAGO Financial Sustainability Risk Indicators for the years ending 30 June 2025 – 2035											
Indicator	Objective	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
Net Result (%)	To generate surpluses consistently greater than 0%.	2.64%	1.47%	0.81%	0.30%	1.31%	1.20%	1.49%	1.57%	2.33%	2.78%
Underlying Result (%)	Ability to generate surplus in the ordinary course of business—excluding nonrecurrent capital grants and non monetary asset contributions to fund capital expenditure from net result. Low risk indicator to be more than 5%.	-1.22%	0.35%	0.50%	0.00%	0.54%	0.90%	1.20%	1.28%	2.03%	2.49%
Liquidity (ratio)	To measure Council's ability to repay short-term liabilities as they fall due. Low risk - indicator is to be greater than 1.0.	1.44	1.23	1.11	0.90	0.84	0.77	0.72	0.72	0.75	0.79
Internal Financing (%)	Generating enough cash from operations to fund new assets. Low risk indicator is to be greater than 100%.	117%	89%	101%	87%	101%	98%	113%	120%	122%	126%
Indebtedness (%)	Lower than 40% relates to the ability to repay debt from own-source revenue.	31%	29%	27%	24%	22%	21%	17%	15%	12%	10%
Capital Replacement (ratio)	To ascertain the level of risk of insufficient spending on asset renewal. Low risk indicator is to be more than 1.5.	1.16	1.41	1.18	1.30	1.20	1.21	1.07	1.01	1.04	1.03
Renewal Gap (ratio)	To ensure there is sufficient spending on Council's asset base. Low risk indicator is to be greater than 1.0.	0.89	0.90	0.97	1.11	0.94	0.98	0.92	0.83	0.91	0.89

Low risk range

Medium risk range

High risk range

Integration with our strategies and plans

This section describes the strategies and plans that support the 10-year financial projections included to the *Financial Plan*.

Borrowing strategy

Loan borrowing is a responsible financial management tool that can provide us with an appropriate mechanism to enable us to implement our *Council Plan* objectives. This is considered an appropriate funding source for long-term community assets. Borrowing is a useful tool for spreading the cost of an asset over its useful life, ensuring that the ratepayers who benefit from it contribute to its cost over time. This approach supports intergenerational equity within the community. Loans can only be approved by Council resolution.

Current debt position

We are projected to hold approximately \$60 million in loans at the end of 2024–2025, that were used to undertake intergenerational capital works projects and environmental initiatives. We have drawn down the following loans:

- 2019 Community Infrastructure Loans Scheme
 - Eat Street Community Space Project (\$2 million)
 - Bentleigh Library Redevelopment (\$5 million)
- 2020 Community Sports Infrastructure Loans Scheme
 - Carnegie Memorial Swimming Pool Redevelopment (\$10 million)
- General Loans from Treasury Corporation of Victoria (\$47 million).

We intend to increase our borrowings by \$10.2 million in the later years of the *Financial Plan* to fund strategic projects such as the Selwyn Street Cultural Precinct in Elsternwick.

An average loan principal and interest repayment of approximately \$6.6 million per annum have been included in the *Financial Plan*.

It is important to note that borrowings provide us with cash to create an asset (available cash) and a liability (obligation to repay) with the repayment of principal being a reduction in the liability and the interest treated as an expense.

Borrowings may also be required in the future to fund other liabilities. For example, we may be subject to a call on future contributions to the Local Government Defined Benefits Fund which is dependent on market-forces.

The following financial sustainability principles must be adhered to with new borrowings:

- The purpose for borrowing is consistent with our strategic objectives as detailed in the *Council Plan*.
- Borrowings must be carefully considered in accordance with sound financial management principles and the ability for us to meet the relevant prudential requirements.
- The nature of any borrowings (short or long-term) and the interest rate (fixed or variable) will consider the purpose of the borrowings and seek to minimise interest rate exposure.

- Borrowings must only be applied where it can be proven that repayments can be met in the *Financial Plan*.
- Borrowings are not to be used to finance ongoing recurrent operational expenditure.
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations.
- We will maintain our debt at levels which are sustainable in accordance with the thresholds of the Victorian Auditor-General's Sustainability Indicators. We will aim for an indebtedness ratio of less 40 per cent relating to the ability to repay debt from own-source revenue (which excludes grants and contributions).

The following table highlights our projected loan balance, including new loans and loan repayments for the 10 years of the *Financial Plan*.

Borrowings for the years ending 30 June 2025 – 2035										
	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	59,676	57,334	56,245	52,133	47,110	45,794	43,954	38,074	32,209	27,693
Plus New loans	-	2,165	-	-	4,000	4,000	-	-	-	-
Less Principal repayment	(2,343)	(3,253)	(4,112)	(5,023)	(5,316)	(5,840)	(5,880)	(5,865)	(4,516)	(4,712)
Closing balance	57,334	56,245	52,133	47,110	45,794	43,954	38,074	32,209	27,693	22,981
Interest payment	(2,438)	(2,408)	(2,295)	(2,103)	(1,934)	(1,882)	(1,767)	(1,519)	(1,294)	(1,098)

The following table shows our projected performance across a range of debt management performance indicators. We maintain our loan borrowing within prudent and management limits as demonstrated by these indicators.

Borrowing Indicators for the years ending 30 June 2025 – 2035										
	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
Total borrowings / Rate revenue	38.75%	36.81%	33.03%	28.89%	27.19%	25.26%	21.18%	17.35%	14.44%	11.60%
Debt servicing / Rate revenue	1.65%	1.58%	1.45%	1.29%	1.15%	1.08%	0.98%	0.82%	0.67%	0.55%
Debt commitment / Rate revenue	3.23%	3.71%	4.06%	4.37%	4.30%	4.44%	4.25%	3.98%	3.03%	2.93%
Indebtedness / Own source revenue	31.08%	28.98%	27.19%	23.80%	22.17%	20.51%	17.27%	14.72%	12.22%	9.56%

Reserves strategy

Councils have traditionally used reserve funds — money set aside for specific future purposes. These reserves usually don't have separate bank accounts but instead represent a portion of our overall cash surplus. Ideally, reserves should be backed by cash to serve as a key funding source in the *Financial Plan*. The following are the reserve funds that we hold:

Open Space Reserve

We collect 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 we use 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 our *Open Space Strategy*.

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

- In the area known as Caulfield Village, five per cent of the site value of the land which is contained within the mixed-use precinct and the Smith Street precinct, and four per cent of the site value of the land which is contained within the residential precinct.
- In the area known as East Village, in accordance with the *East Village Comprehensive Development Plan*, May 2020 and *East Village Development Contributions Plan*, May 2020.
- All other land, 8.3 per cent of the site value of the land effective March 2023.

The purpose of the Open Space Reserve is to set aside any funds received from the sale of public open space which includes any land set aside in a plan or land in a plan zoned or reserved under a planning scheme for public recreation or public resort; or as parklands; or for similar purposes as defined in the *Subdivision Act 1988*.

Strategic asset development reserve

A reserve is established for the net sale proceeds of any Council-owned land or buildings to be transferred to pending consideration by Council of the application of these funds.

The following table shows the projections of reserves for the years 2025–2035.

Reserves for the years ending 30 June 2025 – 2035										
	2025–26	2026–27	2027–28	2028–29	2029–30	2030–31	2031–32	2032–33	2033–34	2034–35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Open space planning, development and improvements reserve										
Opening Balance	24,793	29,693	23,568	26,113	27,998	30,328	31,655	33,875	35,126	37,226
Transfer to reserve	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Transfer from reserve	(100)	(11,125)	(2,455)	(3,115)	(2,670)	(3,673)	(2,780)	(3,749)	(2,900)	(2,900)
Closing balance	29,693	23,568	26,113	27,998	30,328	31,655	33,875	35,126	37,226	39,326
Strategic Asset Development Reserve										
Opening Balance	1,260	1,260	-	-	-	-	-	-	-	-
Transfer to reserve	-	-	-	-	-	-	-	-	-	-
Transfer from reserve	-	(1,260)	-	-	-	-	-	-	-	-
Closing balance	1,260	-	-	-	-	-	-	-	-	-

Glen Eira Biodiversity Plan 2025–2029

The *Glen Eira Biodiversity Plan 2025–2029* outlines a strategic and community informed approach to enhancing and protecting biodiversity across the municipality. Developed as a key action under the *Our Climate Emergency Response Strategy 2021–2025 | Dhumbali Wurrungi-biik Parbin-ata*, the *Plan* builds on the *Urban Forest Strategy* and reflects our commitment to climate resilience, ecological health, and reconciliation with First Nations Peoples.

The *Plan* was shaped through two phases of community engagement and expert input from Ecology Australia, resulting in 30 targeted actions aligned to four strategic goals:

1. Prioritise the inclusion of First Peoples in biodiversity management.
2. Improve understanding of Glen Eira's biodiversity.
3. Maintain, improve and protect biodiversity.
4. Engage the community in biodiversity enhancement.

Key amendments to the draft *Plan* were made in response to community feedback, including stronger emphasis on aquatic habitats, collaboration with VicTrack, and refined language to reflect local ecological priorities. Specific suggestions, such as setting measurable targets and partnering with landowners, will inform future action plans.

The *Plan* integrates meaningful engagement with all three Traditional Owner groups, Boonwurrung, Wurundjeri Woi Wurrung, and Bunurong to ensure cultural knowledge and traditional land management practices are embedded into biodiversity actions.

Implementation of the *Plan* is supported by our existing budgets, with future initiatives subject to annual budget processes. It aligns with state biodiversity policy and the *Local Government Act 2020*, reinforcing our commitment to environmental, social, and economic sustainability.

Revenue and Rating Plan

We are required to prepare and adopt a *Revenue and Rating Plan* by 30 June following a general election. This *Plan* must span a minimum of four financial years and forms a key component of our *Integrated Planning Reporting Framework*. The *Revenue and Rating Plan* establishes the revenue-raising framework within we propose to operate. Its purpose is to determine the most appropriate and affordable approach to revenue and rating, ensuring that — alongside other income sources — we can adequately fund the priorities and objectives outlined in the *Council Plan*.

The strategies set out in the *Revenue and Rating Plan* are aligned with the goals of the *Council Plan 2025–2029* and are designed to support long-term financial sustainability. These strategies also inform the development of Council's *Budget, Financial Plan*, and other key documents such as the *Asset Plan* and *Workforce Plan*. By integrating the *Revenue and Rating Plan* with broader strategic planning efforts, we can ensure a transparent, responsible, and community-aligned approach to financial management — one that balances affordability for ratepayers with the need to invest in services, infrastructure, and community wellbeing.

Asset Plan integration

Integration to the *Asset Plan* is a key principle of our strategic financial planning principles. The purpose of this integration is to ensure future funding supports service delivery and the effective long-term management of our assets.

The *Asset Plan* outlines the operational and strategic practices that enable us to manage assets throughout their lifecycle in a financially sustainable way. Along with supporting asset management policies, it helps us to understand and manage the risks associated with maintaining assets for the community's benefit.

The *Asset Plan* also informs the 10-year *Financial Plan* by identifying the capital renewal, backlog, and maintenance funding needed for each asset category. This funding is based on asset condition, risk assessments, and the review of service levels and intervention points for each asset class

Strategic Property Plan

The *2025–2030 Strategic Property Plan* is a forward-looking framework designed to guide how we plan for and manage community infrastructure — ranging from libraries and kindergartens to parks, pools, and civic buildings. Maintaining and renewing these assets in a financially responsible way, especially in a time of rising costs and limited funding, is one of the most significant challenges facing Local Government. The *Strategic Property Plan* helps us make thoughtful, transparent decisions about how we manage, renew, and invest in these important assets while being responsive to the evolving needs of our community, while also being financially sustainable and transparent in their management. The *Plan* supports long-term service delivery by aligning property decisions with population growth, demographic trends, and future infrastructure needs. It addresses challenges like ageing or underused facilities, recommending upgrades or redevelopment to keep assets fit for purpose and valued

by the community. Strategic reviews and community engagement help prioritise investments that offer the greatest benefit now and into the future.

Risk management approach

We are committed to ensuring that both strategic and operational risks are effectively managed to safeguard the organisation and the broader community. We have developed a mature and structured *Risk Management Framework* that supports informed decision-making across all levels. A key feature of this *Framework* is ensuring that risk awareness is embedded in core planning and operational activities.

Our Risk Management business unit plays a central role in facilitating and supporting us in identifying, discussing, and mitigating both existing and emerging risks. This is achieved through close collaboration with business unit managers and the provision of ongoing support, advice, and training to staff. The goal is to foster a culture where risk is not only managed reactively but is proactively considered in every decision made — transforming risk management into a driver of business success.

Oversight is further strengthened by the Audit and Risk Committee (ARC), which reviews a range of risk management reports prepared by staff. The ARC examines specific risk areas, including those related to major projects, and evaluates the effectiveness of the controls in place. In addition to strategic and project-specific risks, the ARC also reviews directorate-level risks, ensuring that risk governance is applied consistently across all tiers of the organisation. This governance structure ensures that risk management is integrated across the organisation, with staff accountability reinforced through position descriptions and performance expectations.

At the operational level, each manager/coordinator maintains a risk register to monitor and manage risks within their business unit. Regular refresher training is provided to ensure managers can effectively assess and update risks, evaluate control effectiveness, and document mitigation strategies. New and emerging risks are identified, and if required, escalated to the Executive for consideration at the strategic level. Additionally, we have mapped key assurance activities to strategic risks, creating a comprehensive assurance map that links risk exposure to performance expectations and control mechanisms — ensuring a transparent and accountable approach to risk governance.

Plan appendices

Engaging our community on financial planning

Nearly **1,600 Glen Eira residents** — from children to older adults, local businesses, and community groups — shared their hopes and priorities through *Our Place, Our Plan*, a four-phase engagement shaping our city’s future.

These conversations directly informed our four-year plans, including our **Financial Plan**. The community’s insights that informed priorities on managing our budgets and finances was gathered through our Community Vision check in, broad engagement and Community Priorities Panel is outlined below.

Community Vision engagement findings (August 2024)

While 88 per cent of respondents agreed that the Community Vision developed in 2021 still reflects their aspirations, some respondents also identified areas they felt were missing. One of the themes identified was the request for Council to work towards economic improvements, for affordability, reduced costs for services and to be more accountable for spending.

Broad community engagement results (February to March 2025)

What matters most to our community



Top priority: Parks, gardens, playgrounds, and open spaces.



Why it matters: Green spaces help people feel more connected to their neighbourhoods.



Community wants: More trees, greener spaces, and investment in nature.

Key engagement findings to guide Council’s financial planning for the future



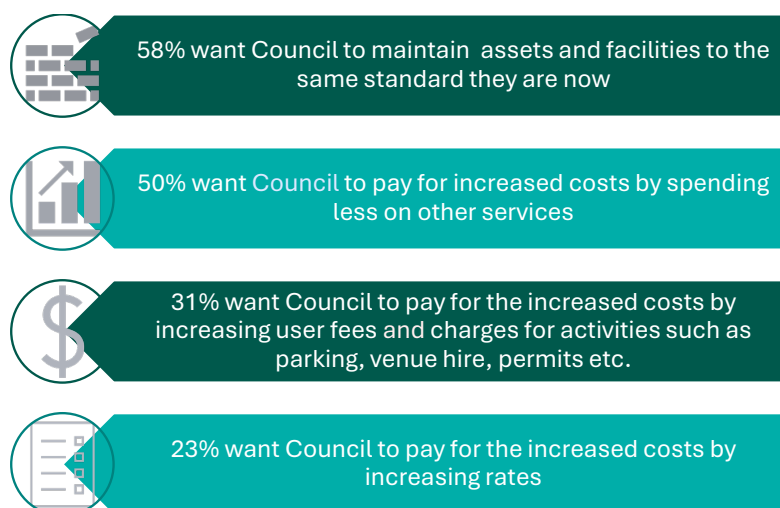
The community's most important services are:



The assets the community would like Council to prioritise improving



Community views on how Council should pay for increased costs if they were to maintain assets to a higher standard over the next four years



Community Priority Panel's recommendations (April 2025)

In addressing the Council Plan priority themes, the Panel made the following recommendations to guide our future planning.

Priority theme	Recommendations for future financial planning	Community consensus %
Community safety, cohesion, health and wellbeing	Multi-use spaces: Ensure green spaces and physical recreation areas accommodate different community groups throughout the week.	90%
	Asset maximisation: Utilise our existing assets to support social connection and mental health.	88%
	Improve accessibility: Understand barriers for the community accessing council programs, services and assets and investigate options to improve access.	82%
	Adult-oriented spaces: Create passive, quiet outdoor spaces with activities specifically for adults.	90%
	Versatile community hubs: Design community hubs with co-located services connected through public transport.	88%
	Adaptable spaces: Build community hubs that can adjust to evolving neighbourhood needs.	
	Strategic asset assessment: Complete assessments to identify land priorities for shared community hubs.	84%
	Evidence-based design: Use frameworks that apply community connection principles to environmental design.	84%
	Digitally centralised information: introduce a digital tool to centralise information about activities and services from both Council and external service providers	
Diverse, welcoming and accessible places	Accessible community transport: facilitate free, safe and accessible community transport to/from/between centres of activity, both during the day and after dark.	
	Balanced placemaking: Find a balance between maintenance and adding value through placemaking, leveraging businesses and locals.	78%
	Review asset modelling criteria to include social value and utilisation.	84%
	Micro-parks: Prioritise micro-parks and passive open spaces over larger active spaces.	78%

Priority theme	Recommendations for future financial planning	Community consensus %
Environmental Stewardship	Introduce services to reduce the communities waste: such as a library of things, communal green bins. Repair cafes and community gardens.	90%
	Tree Canopy: Develop kerbside and parking policies that incorporate increased tree canopy and biodiversity (86%)	86%
	Electric vehicle infrastructure: all council car parks should have EV charging by 2029	78%
	Sustainable infrastructure: Assets like renewable energy installations, water recycling systems, and eco-friendly buildings demonstrate a commitment to reducing environmental impact.	86%
Innovative and financially sustainable Council	Universal vs targeted support: Council should provide services for the whole community unless there's a gap in existing targeted services.	78%
	Digital platforms: ask the community what they want to be digitised or use customer service analytics to prioritise digitisation of services.	76%



GLEN EIRA
CITY COUNCIL

GLEN EIRA CITY COUNCIL

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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.nrs.vic.gov.au>
Teletypewriter (TTY): 13 36 77
Speak and Listen: 1300 555 727

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

GLEN EIRA CITY COUNCIL

Draft Asset Plan 2025–2035



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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Contents

Contents.....	2
Acknowledgement of Traditional Owners	4
Message from the Mayor	5
Foreword from Chief Executive Officer	6
Introduction to integrated planning	7
Who we are and what we do.....	7
How we plan	8
Engagement approach.....	9
Our strategic directions.....	10
Our place-based approach	10
Health and wellbeing in everything we do.....	10
Staying accountable.....	11
Introduction to our assets.....	12
Purpose of the Plan.....	13
Our community and population.....	16
Our assets story on a page	17
Community themes and Asset Plan	19
Our Asset base	22
Asset management planning.....	24
Lifecycle approach to asset management.....	25
How we manage our assets	26
Our assets support our services.....	26
How our assets support community needs	26
Levels of service.....	27
What did our community tell us?	28
The state of our assets.....	30
Funding for the future	32
Integration with the Financial Plan.....	32
Our asset investment initiatives.....	32
Asset investment categories	34
Lifecycle investment profile.....	34
Asset Class Detail.....	35
Roads and transport	35
Stormwater drainage	37

Contents

PROTECTED

Open space 39

Buildings and facilities 41

Monitoring and improvement plan 43

APPENDIX A: KEY TERMS AND DEFINITIONS..... 44

APPENDIX B: COMMUNITY ENGAGEMENT..... 45

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Acknowledgement of Traditional Owners

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

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

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

Acknowledgement of Traditional Owners

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Message from the Mayor

I'm proud to present our *Asset Plan* — a vital step in ensuring our City remains vibrant, resilient, and liveable for generations to come.

Our community relies on a wide range of public assets every day — from our roads and parks, to the facilities where we come together, learn, play and connect. These assets are more than just physical structures; they are the foundations of the services and experiences that make Glen Eira a place we are proud to call home.

This *Plan* reflects Council's deep commitment to sound stewardship and best-practice asset management. It outlines how we will maintain and invest in over \$1 billion worth of community infrastructure, balancing economic, environmental, social, and cultural priorities to meet the evolving needs of our growing and diverse population.

At its heart, the *Asset Plan* supports our community vision — “*Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future.*” It shows how we will plan wisely, listen to our community, and make well-informed decisions that consider both today's needs and those of tomorrow.

Thank you to everyone who contributed their time and voices to help shape this *Plan*. I invite you to explore how Council will care for our shared assets with transparency, responsibility, and foresight.



Cr Simone Zmood
Glen Eira Mayor

Message from the Mayor

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Foreword from Chief Executive Officer

Managing public assets might not always grab headlines, but it's one of the most important responsibilities we have as a Council. Our infrastructure — roads, footpaths, stormwater drains, open spaces, buildings, and facilities — are critical to delivering the services our community relies on every day.

The *Asset Plan* sets out how we will manage these essential assets over the next decade and beyond. It's a roadmap that helps us make better, more consistent decisions, ensuring we are investing in the right places, at the right time, and for the right reasons.

This *Plan* not only gives a clear picture of the current state of our assets, but also outlines the long-term funding and maintenance needed to support them. It incorporates community input, aligns with our *Climate Emergency Response Strategy* and *Open Space Strategy*, and is a key component of our *Integrated Strategic Planning and Reporting Framework*.

We are also honest about the challenges ahead — from climate resilience to the need for more accessible open spaces — and have outlined improvement initiatives to strengthen our approach moving forward.

At the core of this *Plan* is a simple principle: our infrastructure must support an inclusive and sustainable future, as outlined in our community's vision. I thank everyone involved in developing this *Plan* and I look forward to continuing to deliver responsible, sustainable asset management for our community.



Lucy Roffey

Chief Executive Officer

Foreword from Chief Executive Officer

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Introduction to integrated planning

At Glen Eira City Council, our strategic plans all work toward a common goal: building a thriving, inclusive and sustainable City where everyone has the opportunity to live well.

Whether we're planning for health and wellbeing, managing assets, responding to climate change or supporting our growing population, our role is to help shape a future where people and place can flourish together.

This introduction provides context for all our strategic documents — connecting our shared vision, values and planning approach across the organisation.

Who we are and what we do

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD. We're a proudly diverse municipality, home to more than 156,000 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.

As a Council, our role is broad. We:

- Deliver services that support the health, wellbeing and everyday needs of our residents
- Maintain public assets and infrastructure — including parks, roads, footpaths and community facilities
- Plan and regulate the built environment, ensuring development supports community needs and sustainability goals
- Work in partnership with community groups, service providers and other levels of government
- Advocate on behalf of our community to influence decisions and secure resources
- Inform and empower our residents to make decisions that benefit them and their communities

This means that our strategic plans connect and support each other. They are all part of a shared commitment to delivering meaningful outcomes for our community.

Introduction to integrated planning

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How we plan

We take an integrated approach to planning, guided by our *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most — inclusivity, sustainability, wellbeing, creativity and connectedness — and what people want Glen Eira to become over time.

Our *Integrated Planning and Reporting Framework* also guides our work and ensures that all Council strategies and plans align to this *Vision* and to our *Council Plan 2025–2029* — which sets out the strategic directions and priorities for the current four-year term of Council.

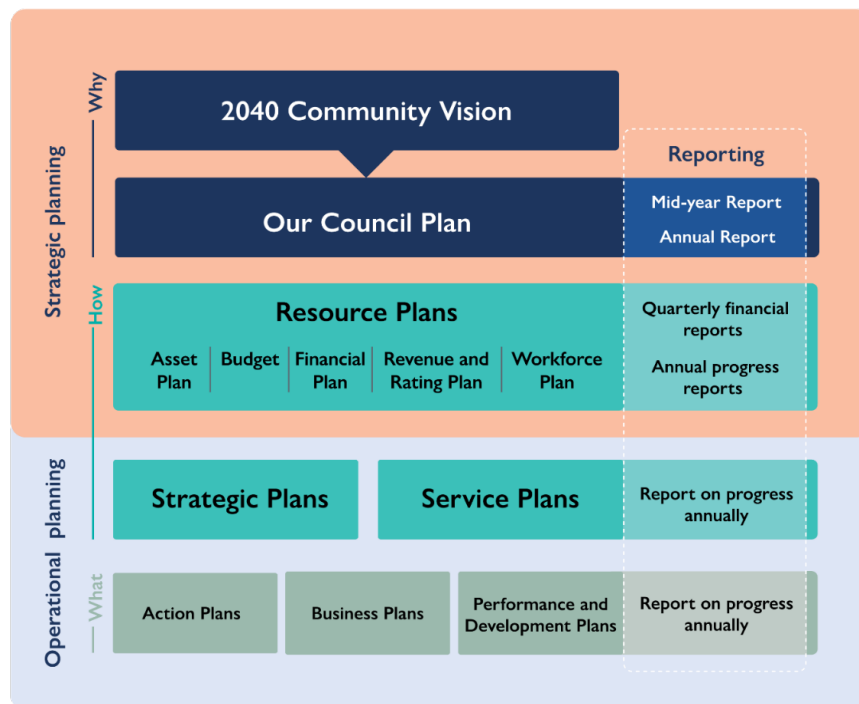
We know that effective planning must also be:

- Community-informed — shaped by what matters most to our residents and stakeholders
- Evidence-based — drawing on data, research and expert insight
- Place-based — tailored to the diverse needs and identities of local communities across Glen Eira
- Resource-aware — aligned to available budgets, assets, and workforce capability
- Adaptable — ready to respond to emerging risks, challenges and opportunities

These principles guide how we approach every strategic plan — whether it's about climate, assets, biodiversity or finance.

Introduction to integrated planning

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Engagement approach

Our planning is built on meaningful engagement with our community. Over a 12-month period, we delivered our largest ever conversation with the Glen Eira community through a dedicated engagement program called *Our Place, Our Plan*.

This integrated, multi-phased program invited residents, stakeholders and partners to help shape the future of our City. It was delivered across the *consult* and *collaborate* levels of the IAP2 Public Participation Spectrum, using a place-based lens to ensure local voices were heard in local contexts.

We connected with the community through a wide range of activities — both online and face-to-face — including pop-ups, drop-in sessions, focus groups, intercept surveys, interviews and stakeholder workshops. The engagement was designed to reach people across all Glen Eira suburbs and demographic groups, with targeted efforts to involve children and young people, people with disability, multicultural communities and other underrepresented groups.

A key component of this process was the establishment of a representative *Community Priorities Panel* — a deliberative citizen panel of 39 residents who worked together to provide Council with informed recommendations on the priorities that matter most.

Introduction to integrated planning

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Each phase of engagement gathered insights on community values, needs and aspirations — helping us understand what outcomes people want to see over the next four years. These insights directly informed the development of our *Council Plan 2025–2029* and strategic priorities.

Reports from all engagement phases are available at www.haveyoursaygleneira.com.au/OPOP

Our strategic directions

While each plan has its own focus and outcomes, all Council strategies contribute to four overarching strategic directions:

- Community safety, cohesion, health and wellbeing
- Diverse, welcoming and accessible places
- Environmental stewardship
- Innovative and financially sustainable Council

These strategic directions have been developed through extensive community engagement (see Appendix 2) and help us stay focused on the big picture. Each plan outlines specific objectives, actions and indicators that contribute to one or more of these directions.

You can find more detail in our *Council Plan 2025–2029*.

Our place-based approach

Our City is made up of many communities, each with its own strengths, challenges and priorities. That's why we take a place-based approach in our planning. This means engaging with people locally, understanding the unique character of each neighbourhood, and delivering solutions that reflect community needs on the ground.

This approach is essential for ensuring that our work is inclusive, meaningful and effective across all parts of Glen Eira.

Health and wellbeing in everything we do

Health and wellbeing are central to every aspect of Council's work — not just in our *Council Plan*, but across all our strategic planning. Access to green spaces, housing, transport, safety, and social inclusion all shape people's wellbeing.

That's why every strategic plan considers the impact it will have on community health and equity. We work closely with community organisations, local traditional owners, health services and other partners to make sure our strategies promote fairness, opportunity and long-term wellbeing for all.

Introduction to integrated planning

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Staying accountable

We are committed to being transparent about our progress and staying connected to our community's needs. Each year, we set specific actions, measure our impact, and report back to the community through our *Service Performance Reports* and *Annual Reports*.

All our plans are living documents — regularly reviewed and updated to reflect changing conditions, emerging evidence, and what we continue to learn through engagement and delivery.

All Council strategies share a common foundation: they are shaped by community values, built on strong evidence, and guided by a long-term vision for a more inclusive, sustainable and connected future.

Introduction to integrated planning

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Introduction to our assets

We are custodians of over \$1.30 billion of infrastructure assets (as of May 2025), which are managed on behalf of the community. These assets exist to facilitate the services provided by us, for the benefit of current and future generations.

As custodians of these assets, we have a responsibility to manage these assets in the most cost-effective manner by considering the lifecycle of the asset from creation and acquisition to maintenance and operation, through to rehabilitation, renewal and disposal.

Our *Asset Plan* represents a key component of the strategic planning requirements in the *Local Government Act 2020* and sits alongside the 2025–2029 *Council Plan* and *Financial Plan 2025–2035*. The *Plan* aims to communicate the types of infrastructure assets we control and how we plan to manage and maintain these assets over the next 10 years to meet the current levels of service.

The infrastructure assets for the purpose of this *Plan*, are categorised into:

- roads and transport,
- stormwater drainage,
- open space, and
- buildings and facilities

The *Plan* provides details on the state of these assets. It also describes the associated long-term funding required to ensure that they meet intended service levels.

Over the next 12 months, we will also refresh our four *Asset Management Plans* per the four categories above, containing technical detail of maintenance and capital, associated service levels and tactical forward programs.

The *Plan* details the challenges and opportunities anticipated over the next 10 years and identifies the associated impacts on asset management and service delivery. The challenges and opportunities were identified through a structured deliberative engagement process, which guided the development of this *Plan*.

Furthermore, the outcome of the deliberative engagement process helped identify six key improvement initiatives. These initiatives include green assets, co-location of facilities, life cycle modelling to include social value and utilisation, cost recovery from asset hire, alternative service providers and land rationalisation with strict parameters.

The identified improvement initiatives will inform the refresh of the Asset Management Policy, *Asset Management Strategy* and the development of the four *Asset Management Plans*. In addition, the *Strategic Property Plan*, and future *Community Infrastructure Plan* and

Introduction to our assets

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Recreation Strategy will guide and inform the *Asset Management Plans* for our buildings, facilities and open space assets that provide community and recreational services such as maternal and child health, libraries, early childhood centres, parks and open space. In coordination with the *Strategic Property Plan*, *Community Infrastructure Plan* and *Recreation Strategy*, the *Asset Management Strategy* and commensurate *Asset Management Plans* will ensure a holistic approach is taken to all of our property functions.

The *Plan* aligns and integrates with our *Council Plan* and *Financial Plan* to address the *Community Vision* as required by the *Act*.

Purpose of the Plan

The purpose of this *Asset Plan* is to inform our commitment to best practice asset management and provide principles for sound asset investment decision-making.

The *Plan* outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It also informs the community on how we will manage community assets to achieve the *Glen Eira 2040 Community Vision* and our *Organisational Vision*.

The *Plan* details how we will optimise capital and maintenance requirements, balance new assets and growth with current infrastructure to deliver services in line with evolving community needs and expectations.

Our aim is to support consistent, evidence-based decision-making, engage with our community, improve links between costs and levels of service, articulate our challenges and risks — all of which will result in more informed community engagement and best use of our assets in the interest of the community.

The *Plan* addresses the challenges of balancing economic, social, cultural, and environmental factors within a finite budget, and provides expenditure forecasts that will guide future maintenance, renewal programs, and capital projects, impacting long-term financial planning and annual budgets.

Compliance with the Local Government Act 2020

We have prepared this *Asset Plan* in compliance with the Victorian *Local Government Act 2020* which requires councils to develop, adopt and keep in force an *Asset Plan* in accordance with our deliberative engagement practices every four years. The *Plan* has a scope of the next 10 years as per Victorian Government guidelines and includes information

Introduction to our assets

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about maintenance, renewal, acquisition, expansion, upgrade, disposal and rationalising in relation to each class of infrastructure asset under the control of the Council. Technical details of decision-making frameworks are included in *Asset Management Plans* — there are four asset class management plans. (roads and transport, stormwater drainage, open space and buildings and facilities). Additionally, this *Plan* also references the *Strategic Property Plan* with regards to community and recreation infrastructure, and associated master plans.

What is asset management?

A systematic process to guide the planning and design, creation and acquisition, maintenance and operations, renewal, and disposal and rationalisation of assets to balance available funds with community needs.

Why is asset management important?

We have a duty to ensure community facilities are safe and accessible. In addition, we must manage community assets to that meet our community's expectations of amenity and support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with the resources available to us.

Over time, our community needs, and expectations are bound to change — with demographics, climate and technology constantly evolving.

With a finite budget for investment in assets, a planned and measured approach to asset management is necessary to ensure a fair and fiscally prudent long-term financial plan.

Introduction to our assets

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The Asset Plan was informed by the following strategies and will contribute to achieving the aims of these and future Council strategies and plans through the subsequent Asset Management Framework documents.

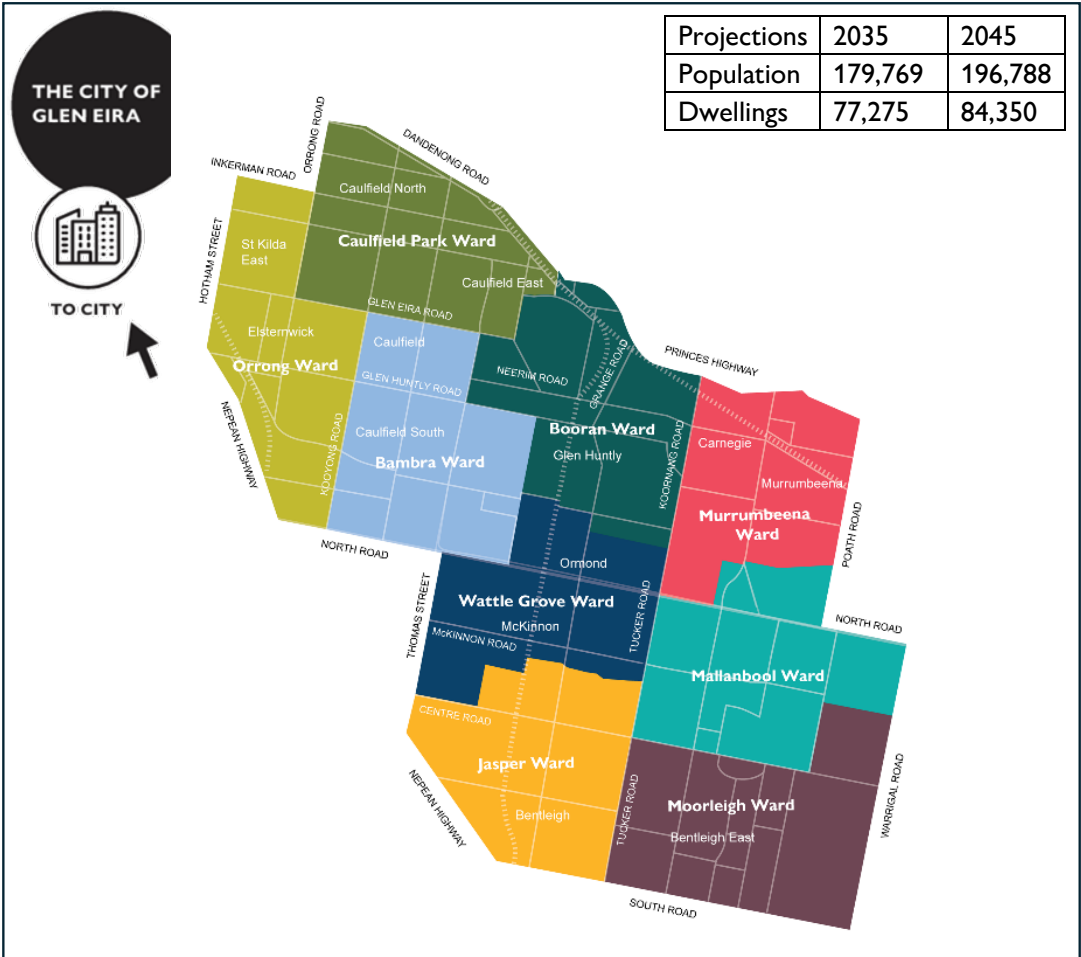
Community Vision Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future.	Council Plan Well informed and transparent decisions and highly valued services. Access to well designed and maintained open spaces and places. A liveable and well-planned City.
Community Wellbeing Plan Tackling the municipality's most pressing health and wellbeing priorities and working with the people in our community to connect, support and engage them throughout their lives. Planning for the challenges and opportunities of the future, and working together to support, build and sustain a healthy, inclusive and resilient community for all.	
Property Strategy Commence a programmed review of Council property identified as potentially low performing, including collection/collation of a range of property related information to inform the assessment.	Strategic Property Plan Ensuring our community will have access to fit-for-purpose and well-utilised community infrastructure and services that will meet the needs of a growing population with changing needs.
Climate Emergency Response Strategy 2021–2025 <i>Dhumbali Wurrungi-biik Parbin-ata</i> Council-owned buildings and infrastructure are resilient and safe for our staff and community.	Integrated Transport Strategy Refresh Glen Eira will be a City of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres.
Financial Plan Financial sustainability in the medium to long-term, while still achieving Council's strategic objectives as specified in the <i>Council Plan</i> .	Open Space Strategy Refresh 2020 Population growth has an impact on liveability and access to open space. Open space needs to adapt to changing needs and improve access for people of different ages, cultures and mobility.
Future Recreation Strategy A strategic framework for the planning, management and investment in sport and recreation facilities, supporting the health and wellbeing of our community.	Future Community Infrastructure Plan Future planning for libraries, youth services, maternal and child health, neighbourhood houses, Aged Care etc.

Introduction to our assets

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Our community and population

The Glen Eira City Council is a well-developed, densely populated and culturally diverse municipality located south-east of the Melbourne CBD. It was home to 161,057 people in 2024 and this is forecast to increase to over 198,431 by 2046.

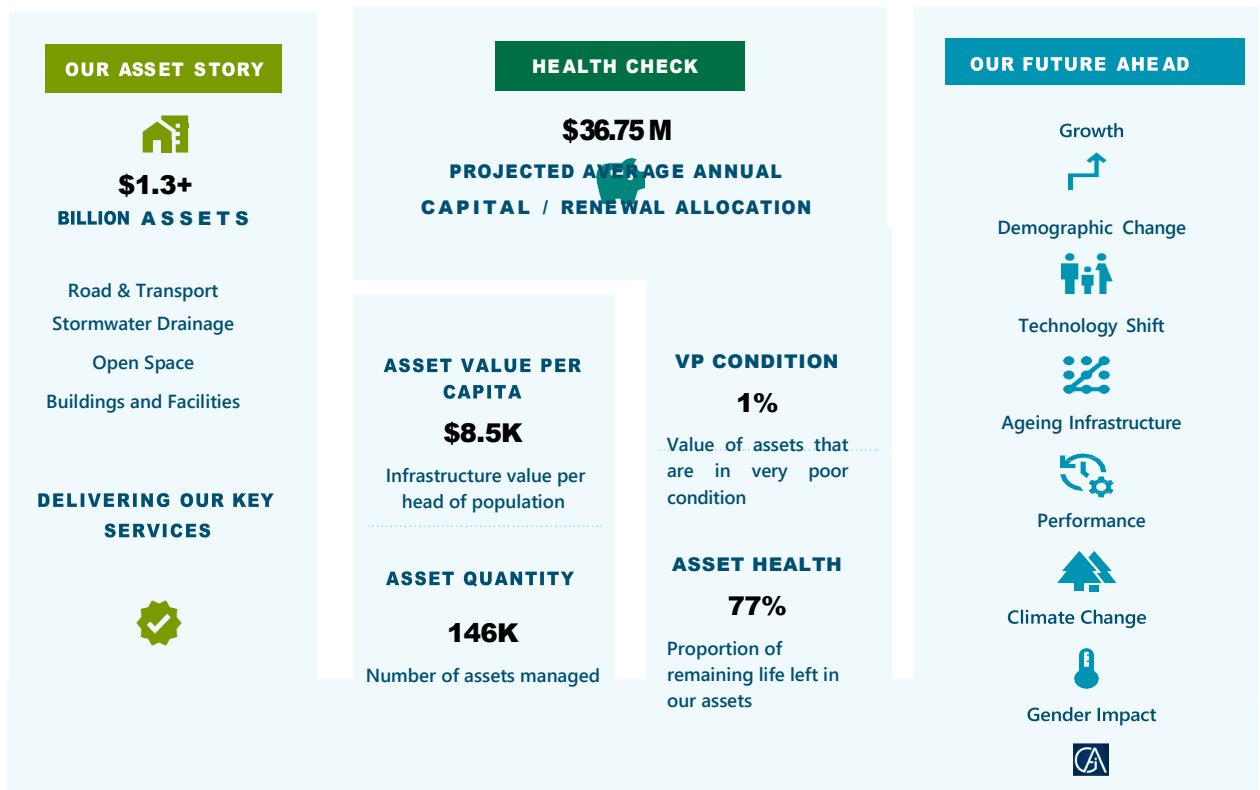


Introduction to our assets

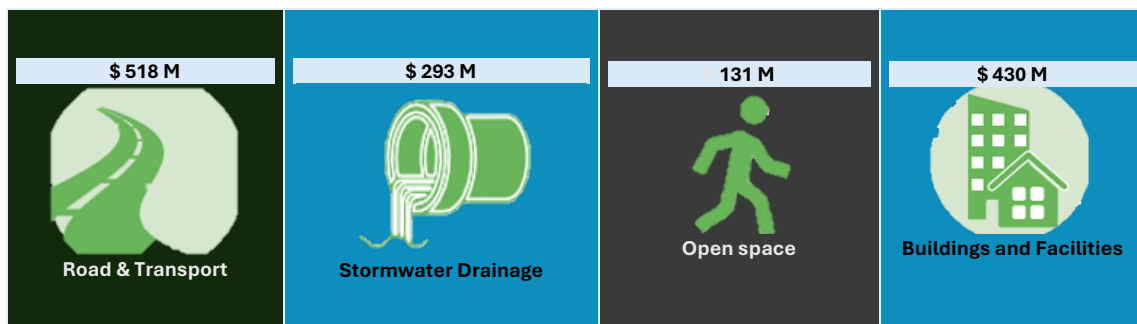
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Our assets story on a page

Our assets are the things you can see or use when you're out and about in the municipality that play an integral role in supporting the effective delivery of services and public amenity such as roads, footpath, drains, ovals, parks, libraries, aged care, maternal and child health etc. Heritage and new, built and natural. All the things that belong to all of us that help make life better and richer for each of us, ensuring our safety and wellbeing.



Our Assets



Our Plan

Introduction to our assets

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Long-term decision-making	Financial planning	Challenges and opportunities	Strategic improvement initiatives
<ul style="list-style-type: none"> Balancing community needs with responsible spending Optimising available funding to reduce long-term risk Transparency in allocating funding to individual programs Prioritising new, upgrade and renewals with the focus on future needs 	<ul style="list-style-type: none"> Average annual capital expenditure = \$36.75M Infrastructure value per capita = \$8.5K Capital spend per capita = \$228 	<ul style="list-style-type: none"> Ageing Infrastructure Asset Base Balancing community expectations against available budgets and affordability Climate change impacts Population growth and demographic shift Consideration of co-locating services 	<ul style="list-style-type: none"> Develop land rationalisation and sale parameters Implement a climate resilient infrastructure plan and include green assets Gender impact consideration in upgrade and new build Private hire of council facilities and additional revenue streams Life cycle asset models to include social value and utilisation

Introduction to our assets

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Community themes and Asset Plan

The alignment between our *Asset Plan* and *Council Plan* across the four strategic directions from our Community Priorities Panel recommendations is shown below.

Strategic directions	Panel recommendations: How this aligns with Asset Plan	Asset classes impacting the service	Community consensus %
Community safety, cohesion, health and wellbeing	Multi-use spaces: Ensure green spaces and physical recreation areas accommodate different community groups throughout the week.	Opens Space Assets	90%
	Asset maximisation: Utilise our existing assets to support social connection and mental health.	All Assets	88%
	Adult-oriented spaces: Create passive, quiet outdoor spaces with activities specifically for adults.	Buildings, Facility and Open Space Assets	82%
	Versatile community hubs: Design community hubs with co-located services connected through public transport.	Buildings & Facility Assets	90%
	Adaptable spaces: Build community hubs that can adjust to evolving neighbourhood needs.	Buildings & Facility Assets	88%
	Strategic asset assessment: Complete assessments to identify land priorities for shared community hubs.	All assets	84%
	Evidence-based design: Use frameworks that apply community connection principles to environmental design.	All assets	84%
Diverse, welcoming and accessible places	Balanced placemaking: Find a balance between maintenance and adding value through placemaking, leveraging businesses and locals.	All asset classes	78%
		All asset classes	84%

Introduction to our assets

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Strategic directions	Panel recommendations: How this aligns with Asset Plan	Asset classes impacting the service	Community consensus %
	<p>Review asset modelling criteria to include social value and utilisation.</p> <p>Micro-parks: Prioritise micro-parks and passive open spaces over larger active spaces.</p>	Open space assets	78%
Environmental Stewardship	<p>Environmental stewardship is closely linked to our assets, as these assets are essential tools for promoting sustainable practices and protecting natural resources.</p> <p>Green spaces: Parks and reserves serve as vital assets for biodiversity conservation, carbon sequestration, and community engagement in environmental initiatives.</p> <p>Sustainable infrastructure: Assets like renewable energy installations, water recycling systems, and eco-friendly buildings demonstrate a commitment to reducing environmental impact.</p> <p>Tree Canopy Strategy: Develop kerbside and parking policies that incorporate increased tree canopy and biodiversity (86%)</p>	<p>Opens Space Assets</p> <p>Street Trees</p>	86%
Innovative and financially sustainable Council	<p>Innovation and digitally enabled services are closely connected to our assets, as they transform how communities interact with services and infrastructure.</p> <p>Universal vs targeted support:</p>	All assets	78%

Introduction to our assets

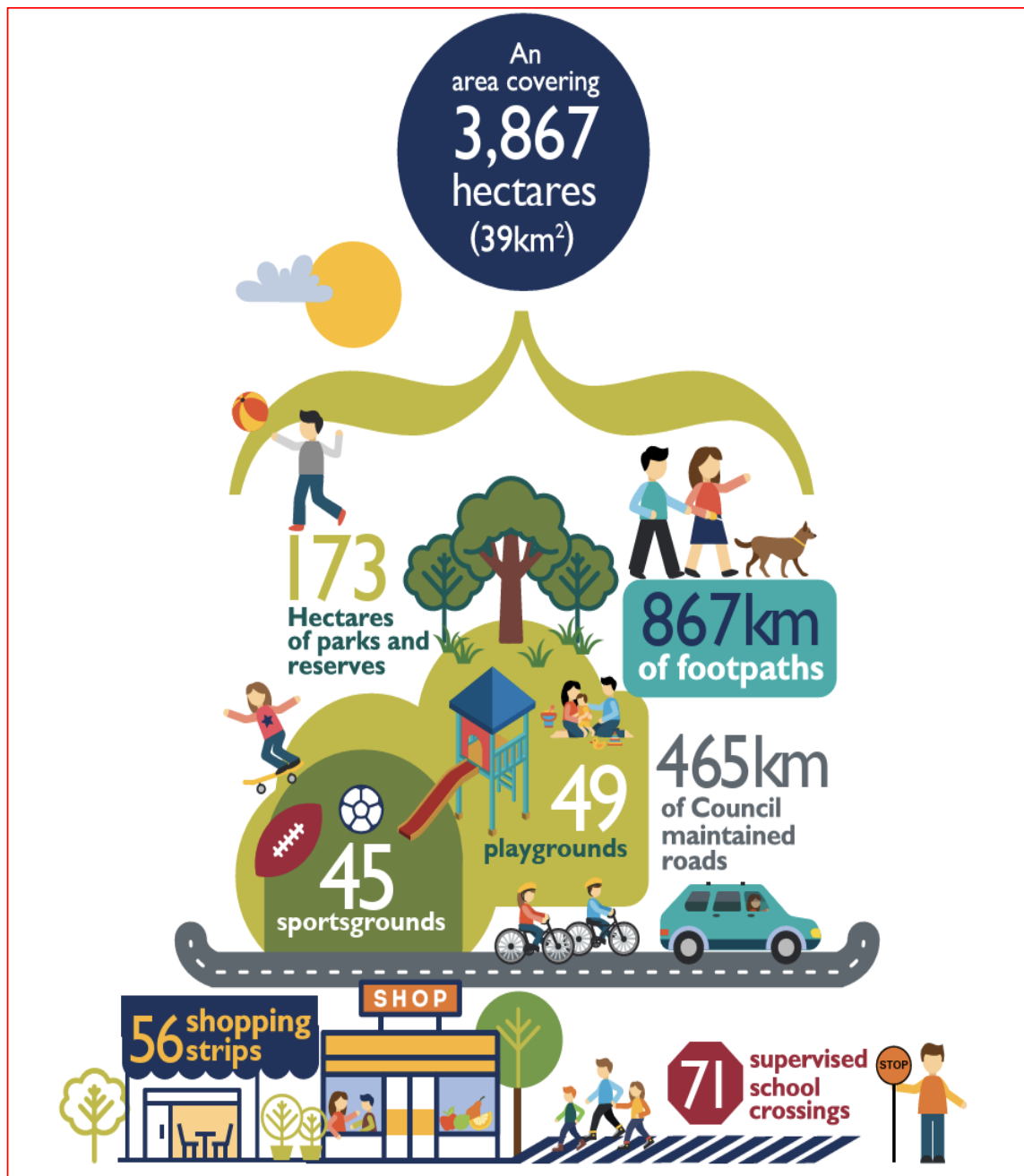
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Strategic directions	Panel recommendations: How this aligns with Asset Plan	Asset classes impacting the service	Community consensus %
	<p>Council should provide services for the whole community unless there's a gap in existing targeted services (78%).</p> <p>Smart infrastructure: Assets like smart lighting, waste management systems, and traffic monitoring tools use digital technologies to improve efficiency and sustainability.</p> <p>Digital platforms: We leverage assets such as websites, apps, and online portals to provide seamless access to services like permits, payments, and community engagement.</p> <p>Data-driven decision-making: Digitally enabled assets, such as sensors and analytics tools, help us gather insights to optimise resource allocation and service delivery.</p>		

Introduction to our assets

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Our Asset base



Introduction to our assets

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Our Assets

The assets we own and operate by I cross four asset portfolios: totalling over \$1.3 billion in replacement costs.

The mix of infrastructure is detailed in the diagram below as a percentage of the total replacement value. These infrastructure assets support nearly every aspect of our day-to-day activities. They enhance our community’s quality of life and build our community’s sense of connection to place. Maintaining existing infrastructure is just as important as building new infrastructure.

The distribution of our asset portfolio by asset category and replacement value is shown below.

\$1.3+B	Replacement cost	Asset health (% Remaining life)
Road and transport	\$518M	73%
Stormwater drainage	\$293M	69%
Open space	\$131M	69%
Buildings and facilities	\$430M	91%

Introduction to our assets

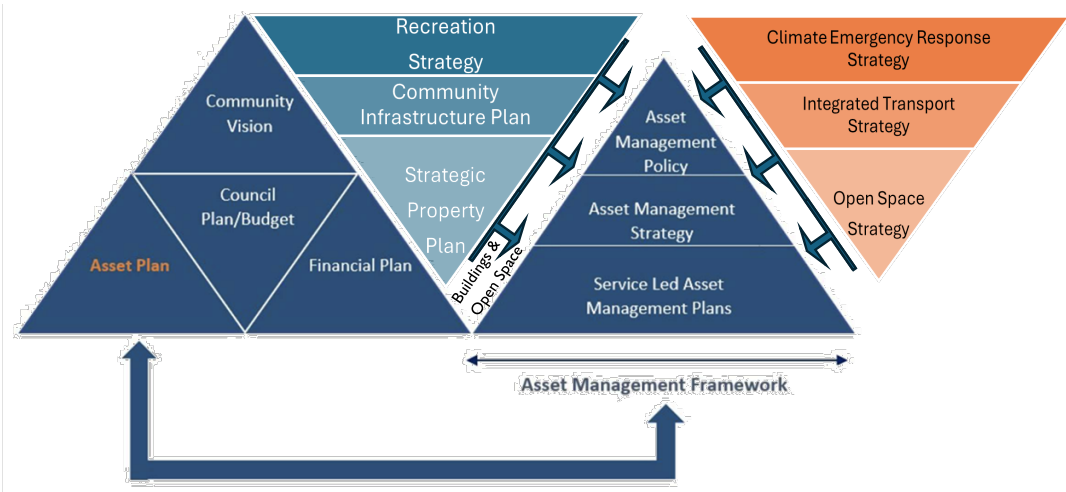
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Asset management planning

We take a lifecycle management approach to asset management planning, considering the resourcing requirements to operate, maintain, rehabilitate and renew assets to meet service level requirements and asset useful life expectancy.

To ensure we get the best possible return on our asset spending, we take a lifecycle approach to asset management that considers the costs of an asset over its useful life — that is from the time a new asset is built or acquired to the time it is replaced or disposed of. This approach allows us to get the most out of our assets by meeting required levels of service in the most cost-effective way.

Our asset management practices are also governed internally by the Asset Management Policy, the four Asset Class *Management Plans* and our *Strategic Property Plan*. The *Asset Management Plans* and *Strategic Property Plan* provide decision-making frameworks and technical detail. The whole process is supported by enablers such as technology, data, processes and people. Our *Asset Management Framework* is outlined below.



Asset management documents:

Document	Role	Horizon and review cycle
The Asset Management Policy	Sets the principles for consistent and appropriate asset management practices, processes and systems across the portfolio and sets the strategic intent for the sustainable management of our assets	Current practice and four yearly review
Asset Management Strategy	Documents the implementation of actions aimed at improving asset management practices, plans, processes and procedures within our organisation.	Current practice and four Yearly review
Individual Asset Class Plans	For each major class — transport, buildings, open space and stormwater drainage, it details the funding need for maintenance and capital for a range of service levels	10 to 20 years and with a comprehensive updated every re-valuation cycle.

Introduction to our assets

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Lifecycle approach to asset management

1. Planning and design

When identifying asset requirements that meet service delivery needs over the long term, whole-of-life costs and other factors such as affordability, gender impact equity, accessibility, maintainability and the environment are considered.

2. Creation and acquisition

Before constructing, expanding, upgrading or acquiring a new asset, alternative service delivery solutions are considered such as leasing or strategic partnerships. Any new build aligns to future demand, gender impact, climate adaptation and is supported by a life cycle cost that informs the *Financial Plan* for long-term maintenance and renewal needs.

3. Maintenance and operations

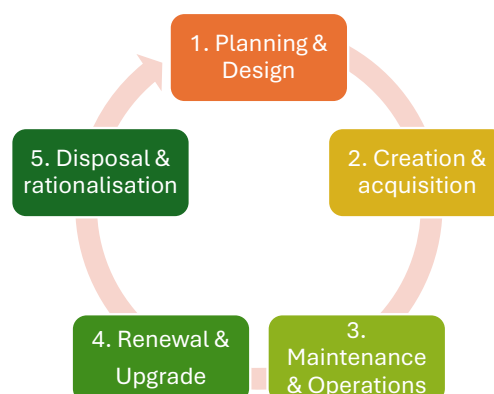
Each asset's operations are monitored consistently over their useful life. A program of planned condition assessments, maintenance and servicing is undertaken to minimise ongoing costs and the risk of asset failure and to ensure the asset remains operational, safe and compliant, and meet current maintenance levels of service.

4. Renewal and upgrade

Existing assets are replaced only when they have reached their intervention state — that is, they no longer support the required level of service delivery — determined by physical condition, functional obsolescence, gender impact equity and climate. Prioritisation of such works is based on criticality of the service and available fund.

5. Disposal and rationalisation

Where an asset no longer directly supports the required level of service delivery, decommissioning or rationalisation of the asset to reduce lifecycle costs is considered as part of long-term financial planning.



Introduction to our assets

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How we manage our assets

Our assets support our services

We provide a range of important and valued services through infrastructure assets to support the community to be a place for all.

Over time, these assets degrade through natural wear and tear, breakdowns or simply no longer meeting the needs of the service its users. Balancing our ratepayer dollars to ensure these assets are maintained to their fullest potential is integral to our long-term financial sustainability.

What assets are covered in this plan?

For the purposes of this *Asset Plan* ‘assets’ refers to the portfolio of public assets that we are responsible for managing. To make it easier for our community to understand what these assets are, we describe the types of assets in each of the four asset categories in the table below.

Roads and transport	Stormwater drainage	Opens space	Buildings and facilities
The infrastructure that is needed for movement, within or beyond our City and as part of our day-to-day activities, whether by vehicle or bike or as a pedestrian.	The infrastructure we need to direct stormwater run-off, mitigate flooding and improve water quality in line with EPA standards.	The locations and environments we frequent while enjoying the natural surroundings or engaging in outdoor recreational and leisure activities.	The locations and areas we utilise when accessing community services or participating in recreational, cultural, or social activities.
Includes roads and streets, bridges, footpaths, trails, roundabouts, speed humps and traffic management devices.	Includes swales, drains and pipes, pits, sedimentation ponds, dams, wetlands, gross pollutant traps and water-sensitive urban design elements.	Includes parks and gardens (trees, flower beds, fences, gates), playgrounds, waterways, sports fields, stadiums, public furniture and amenity assets (seats, barbecues, pergolas, shade sails).	Includes Glen Eira Town Hall, leisure and aquatic centres, sports pavilions, libraries, community centres, maternal and child health and other buildings that house community services, public toilets and shelters.

How our assets support community needs

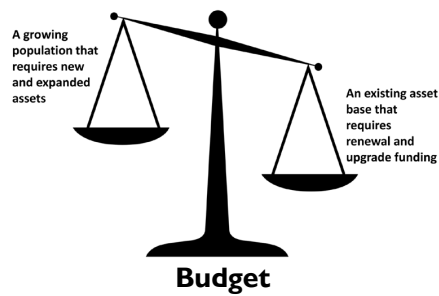
Our assets exist to support the delivery of Council services and public amenity that, in turn, support our community’s wellbeing and social connection.

How we manage our assets

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When making decisions about renewal or maintenance of our assets and/or prioritising our new asset investments, we always undertake life cycle analysis and what the appropriate levels of service are for an asset prior to setting budgets.

Levels of service



Our service levels are defined by our expectations of the standard at which an asset needs to perform. We define our service levels with respect to availability of the service, quality of the service, risk posed by service deficiency, accessibility of the service and comfort level of the service. This is illustrated in the examples below. with technical detail contained in the *Asset Management Plans* and *Strategic Property Plan*.

Asset Health	Functionality	Capacity	Utilisation	Decision
Very Poor	Good-Fair	Good-Fair	High	Renew asset in next three years
Very Poor	Poor-Very Poor	Poor-Very Poor	High	Consider rationalisation or upgrade
Fair	Poor-Very Poor	Poor-Very Poor	High	Consider asset for upgrade next three years
Fair	Fair	Fair	High	Pay attention for future upgrade
Poor	Good-Fair	Good-Fair	High	Consider asset renewal three to five years

The decision of what type of upgrade and renewal is undertaken will also be based on gender impact alignment in line with the models contained in our *Asset Management Plans* and decision frameworks in our *Strategic Property Plan*.

The decision of what type of climate-based resilience treatment will be undertaken as part of upgrade or renewal will be determined by climate vulnerability ratings as per the models contained in our *Asset Management Plans*.

We set service levels based on community expectation, balanced against affordability.

How we manage our assets

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What did our community tell us?

The recommendations have been organised by key topic areas for clarity and accessibility. Each topic area was guided by an overarching remit and several scenarios highlighting some of the difficult choices that we face in our planning and decision-making. These deliberations with the community will help inform our asset management models in terms of spending decisions for capital and maintenance in our *Asset Management Plans*.

Guiding principle	The options	Community consensus %
We continue to invest in community facilities and assets. But with a limited budget, rising construction and material costs, and more extreme weather events, we need to prioritise. Which assets we should prioritise improving?	1. Parks and gardens 2. Park and street trees 3. Footpaths 4. Local roads 5. Libraries	72% 50% 47% 43% 41%
Construction and building costs are rising, so it costs more than ever to build and maintain assets and facilities. How should we spend wisely on our assets and facilities over the next four years?	1. Maintain assets and facilities to the same standard they are now 2. Maintain assets and facilities to a lesser (but still good) standard so they're more financially sustainable 3. Maintain assets and facilities to a higher standard by spending more money	58% 24% 18%
To maintain at a higher standard, how should we pay for the increased costs?	1. Spend less on other services 2. Increase user fees and charges for activities such as parking, venue hire, permits 3. Increase rates 4. Other	50% 31% 23% 16%

How we manage our assets

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Guiding principle	The options	Community consensus %
Thinking about our service areas, choose the five services that are most important to you:	1. Parks, gardens, playgrounds, open spaces 2. Roads, footpaths, and cycling 3. Rubbish collection and waste management 4. Sporting grounds, swimming pools, gyms, recreation centres 5. Libraries	82% 59% 55% 44% 43%
How do you think we should take action on climate change and preserve and protect our natural environment?	1. Improve our green spaces and tree canopy 2. Promote more clean energy options, like solar or wind 3. Recycle more and provide more education about waste and the circular economy 4. Encourage more urban agriculture like community gardens 5. Reduce use of plastics	77% 46% 45% 40% 39%

How we manage our assets

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The state of our assets

This *Asset Plan* presents a high-level summary of the state of our assets and their sustainability. Detailed data on each asset class, as well as intervention levels and service monitoring, future financial sustainability options and consequences, can be found in the relevant asset class management plan.

Asset health is a measure of the remaining useful life of the asset portfolio. The figure below displays the current asset health by asset class.

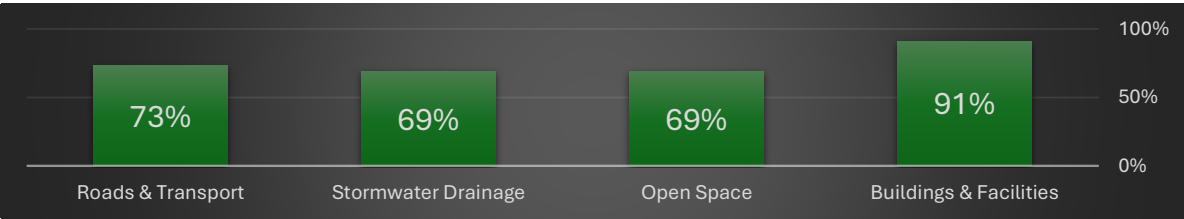


Figure x: Asset Health (% Remaining life) by Asset Class as 30/06/2025

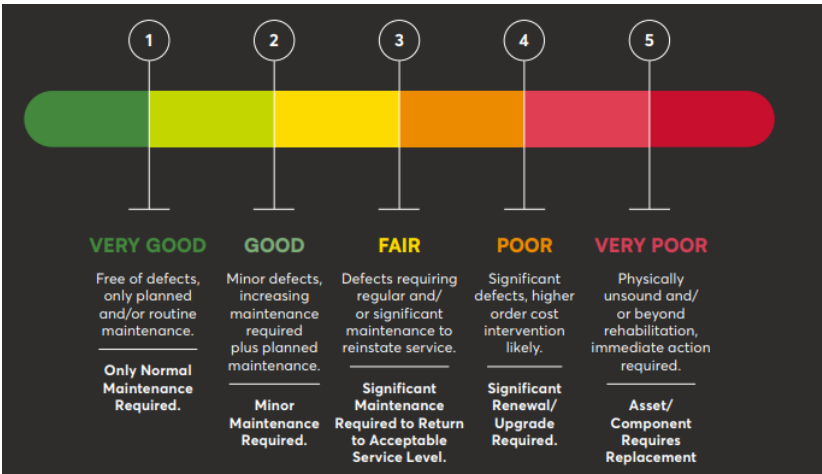


Figure X – Asset Condition Assessment Rating

Within each asset class, there is a distribution of assets in very good through to very poor condition. The current distribution is illustrated in the figure below:

The state of our assets

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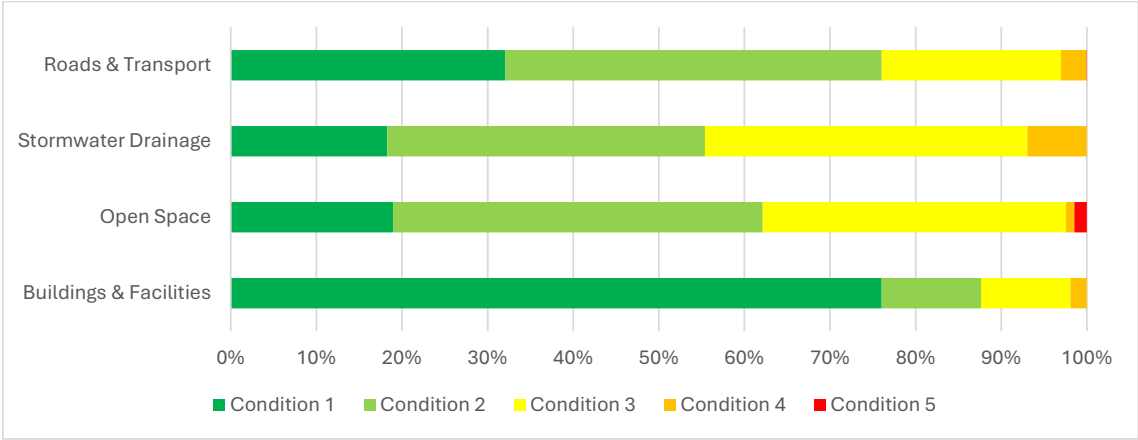


Figure x: Asset Health (% Remaining life) by Asset Class as at 30/06/2025

The state of our assets

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Funding for the future

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our assets requires ongoing balancing of service levels, risk and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability.

Integration with the Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the *Asset Plan* and the *Financial Plan* is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge — underfunding the renewal of an asset can lead to lower levels of service, and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

The adopted expenditure included in this *Asset Plan* is consistent with our affordability.

All funding requirements identified for each asset portfolio have been allocated in the *Financial Plan*. Forecasts included in this *Asset Plan* for the projected asset expenditure are consistent with our *Financial Plan* and cover the planned asset activities for the next 10 years. This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change and require adjustment to both this *Asset Plan* and the *Financial Plan*. This will be informed by our *Asset Management Plan* each year.

Our asset investment initiatives

Looking ahead to the next 10 years, our approach is to be prudent in our investment decisions using a holistic lifecycle approach to asset management.

This means that we will aim to plan our assets so that they will continue to support quality living, economic development, and environmental sustainability in the long-term.

Investment in asset maintenance and renewal will be balanced by significant investment in new and upgraded assets to meet current and future demand including climate and gender impact and equity across the region as we grow and change.

Maintaining integration between our *Asset Plan* and *Financial Plan* is key to ensuring that future funding is allocated in a way that supports service delivery and effective asset management.

Our asset investment initiatives align with our asset management and financial planning principles.

Funding for the future

PROTECTEDInvestment initiatives**Life Cycle Planning:**

Council will undertake life cycle costing to determine whole of life cost for any new asset to ensure financial sustainability.

**Scenario Planning:**

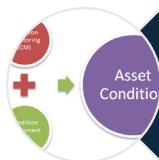
Our ten year budgets and capital work programs will be developed using scenario modeling and asset specific service levels. Such scenarios will include maintenance, renewal and upgrade costs to provide target service levels into future and form the basis of our individual asset class plans.

**Criticality and Demand Based Planning:**

Council will adopt asset criticality framework into all asset management models and plans, so prioritisation of maintenance and capital is based on criticality and future demand.

**Climate Adaptation:**

Council will undertake a vulnerability framework for Strategic Asset Management - this framework will form the basis of a risk score per asset and used in developing an adaptation based Asset Management Plan

**Asset Functionality and Obsolescence Assessments:**

In addition to routine condition assessments - Council will enhance its asset assessment framework to include functionality assessments of buildings and public open spaces to better inform its rationalisation and upgrade programs.

**Co-Location of Services:**

Councils Longer Term focus - in line with community directions will be to co-locate facilities and to retire or repurpose those that are under-utilised and/or functionally heading to obsolescence.

**Gender Impact Assessment (GIA):**

Council will develop and implement a GIA framework to be part of new build, upgrade and renewal programs

Funding for the future

PROTECTED

Asset investment categories

For the purposes of this *Asset Plan*, our asset spending is categorised in a way that helps us to plan our budgets and track how we spend our money on assets and services.

Expenditure Type	Asset Management Activity	Description
Recurrent	Maintenance	Scheduled work to keep assets operating at the required level of service, or reactive work to repair defects and ensure that assets meet their service life and don't require early renewal.
	Operations	Recurrent expenditure that is required to use an asset such as utility costs, audit and inspection programs, cleaning or fees paid to other organisations.
Capital	Renewal	Works on assets that are at the end of life that restore their ability to deliver or facilitate the delivery of the desired service.
	Upgrade	Works that increase the quality of the existing service that can be delivered through an existing asset.
	New	Works that generate an asset that can provide a service that does not currently exist.
	Expansion	Works that increase the capacity of an existing asset to provide benefits to additional users at the same standard as is provided to existing users.

Lifecycle investment profile

A detailed breakdown of what we expect to spend on each asset function over the next 10 years is outlined within individual asset class profiles under section 9 — Asset Class Detail.

The table below summarises the adopted 10-year expenditure by asset class for 2025–2035:

Asset Class	Renewal \$'000	Upgrade/Expansion/New* \$'000	Maintenance \$'000	Total \$'000
Roads and transport	\$71,725	\$58,304	\$20,488	\$150,517
Stormwater drainage	\$11,403	\$27,998	\$20,509	\$59,910
Open space	\$14,170	\$41,354	\$184,891	\$240,415
Buildings and facilities	\$18,816	\$29,768	\$79,640	\$128,224
Total	\$116,115	\$157,424	\$305,528	\$579,066

*Includes major projects funding

Funding for the future

PROTECTED

Asset Class Detail

Roads and transport

What assets are included?

Road pavement, road surface, kerb and channel, car parks, right of ways, local area traffic management and pathways.

What does our work involve?

Operating	Capital Works			
Maintenance	Renewal	New	Upgrade	Expansion
<ul style="list-style-type: none"> • Maintenance and repairs to roads such as patching potholes, crack sealing and path grinding • Operational servicing such as street sweeping, vegetation management and weed spraying 	<ul style="list-style-type: none"> • Resurfacing of existing roads • Road reconstruction or major patching of road failures • Replacement of sections of existing pathways to an equivalent standard 	<ul style="list-style-type: none"> • New constructed and gifted assets by developers • Extension of existing pathway network to address gaps in connectivity 	<ul style="list-style-type: none"> • Road safety improvements such as installation of crash barriers, intersection upgrades, etc. • Traffic calming treatments such as construction of roundabouts, installation of speed humps, etc. 	<ul style="list-style-type: none"> • Widening or duplication of existing roads

How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our transport assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

Roads and Transport Projected Expenditure 2025–2035 \$'000											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Renewal	\$5,630	\$5,509	\$8,240	\$8,978	\$8,311	\$8,999	\$6,596	\$6,832	\$6,315	\$6,315	\$71,725
Upgrade	\$797	\$696	\$1,521	\$1,830	\$2,799	\$3,031	\$2,221	\$2,301	\$2,127	\$2,127	\$19,449
Expansion	\$0	\$1,314	\$1,182	\$1,513	\$988	\$1,070	\$784	\$812	\$751	\$751	\$9,165
New	\$1,154	\$2,242	\$1,257	\$1,736	\$4,466	\$4,835	\$3,544	\$3,671	\$3,393	\$3,393	\$29,690
Maintenance	\$1,646	\$1,497	\$1,537	\$1,578	\$1,620	\$1,663	\$1,707	\$1,752	\$1,799	\$1,847	\$20,488
TOTAL	\$9,227	\$11,258	\$13,737	\$15,635	\$18,184	\$19,598	\$14,852	\$15,368	\$14,385	\$14,433	\$150,517

Asset Class Detail

PROTECTED

What are future challenges and opportunities?

Changing population	Increased freight task	Climate change	Legislation and compliance
<ul style="list-style-type: none">• The increased demand on local roads and their connections with the Victorian Government and Collector roads due to population growth and increased dwelling density.• Increased parking issues, traffic speeds, road safety particularly for pedestrians and cyclists on road networks.	<ul style="list-style-type: none">• The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings.	<ul style="list-style-type: none">• The lack of availability of sustainable transport options, including public transport.• The increased risk of damage to our transport assets due to more frequent and more extreme weather events.• The need to consider resilience in the design and construction of new assets.	<ul style="list-style-type: none">• The need to ensure compliance with the <i>Road Management Act 2004</i>.• The need to meet the requirements of our <i>Road Management Plan</i>.• The need to ensure clarity on which roads we are responsible for• Embed gender equity into asset planning and design.

Asset Class Detail

PROTECTED

Stormwater drainage

What assets are included?

Pipes, pits and box culverts.

What does our work involve?

Operating	Capital Works			
Maintenance	Renewal	New	Expansion	Upgrade
<ul style="list-style-type: none"> • Pit cleaning • Pipe cleansing and removal of debris, sediment, etc. • Removal of litter from gross pollutant traps • Programmed inspections 	<ul style="list-style-type: none"> • Replacement of pits and pipes 	<ul style="list-style-type: none"> • Extension of the stormwater drainage network 	<ul style="list-style-type: none"> • Replacement of pipes to a higher hydraulic capacity 	<ul style="list-style-type: none"> • Installation of stormwater quality improvement devices, such as rain gardens, litter traps, etc. • Stormwater harvesting initiatives

How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our Transport assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

Stormwater Drainage Projected Expenditure 2025–2035 \$'000											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Renewal	\$317	\$270	\$1,301	\$1,335	\$1,312	\$1,346	\$1,380	\$1,380	\$1,380	\$1,380	\$11,403
Upgrade	\$950	\$450	\$2,169	\$2,224	\$2,567	\$2,633	\$2,700	\$2,700	\$2,700	\$2,700	\$21,792
Expansion	\$0	\$180	\$868	\$890	\$685	\$702	\$720	\$720	\$720	\$720	\$6,207
New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance	\$1,501	\$1,555	\$1,596	\$1,638	\$1,681	\$1,725	\$1,771	\$1,818	\$1,866	\$1,915	\$20,509
TOTAL	\$2,768	\$2,455	\$5,934	\$6,087	\$6,245	\$6,406	\$6,571	\$6,618	\$6,666	\$6,715	\$59,911

Asset Class Detail

PROTECTED

What are future challenges and opportunities?

Development density	Ageing infrastructure	Climate change	Environmental sustainability
<ul style="list-style-type: none">• The need to upgrade the capacity of our existing drainage network to mitigate flooding due to increased volumes of stormwater run-off caused by continued urban consolidation• The need to implement stormwater quality improvement initiatives to protect receiving waterways affected by continued urban consolidation	<ul style="list-style-type: none">• The need to upgrade some of our older drainage assets that are currently under capacity to improve flood immunity• The need to deal with more frequent and extreme flooding events• The ability to fund the timely renewal and upgrade of drainage assets that are in poor condition	<ul style="list-style-type: none">• The projected reduction in current level of service with respect to flood protection and accessibility due to more frequent and more extreme weather events that lead to more flooding• New flood model data with climate change to inform developments to achieve flood risk reduction and improved flood resilience in major storms in the future.	<ul style="list-style-type: none">• The increased need to provide infrastructure for the capture, treatment and reuse of stormwater to enable us to make use of stormwater run-off as a sustainable resource

Asset Class Detail

PROTECTED**Open space****What assets are included?**

Playgrounds, play equipment, sportsgrounds, park furniture, fences, lighting, irrigation and other assets typically found within open space areas.

What does our work involve?

Operating	Capital Works			
Maintenance	Renewal	New	Expansion	Upgrade
<ul style="list-style-type: none"> • Hazard/defect inspections • Mowing, vegetation/weed control • Garden bed maintenance • Litter collection and cleaning • Graffiti removal 	<ul style="list-style-type: none"> • Replacement of playground equipment • Replacement of park furniture • Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard 	<ul style="list-style-type: none"> • Development of a new park or reserve 	<ul style="list-style-type: none"> • Playing court extension 	<ul style="list-style-type: none"> • Replacement of playground equipment to a higher standard

How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our parks and open space assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

Open Space Projected Expenditure 2025–2035 \$'000											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Renewal	\$721	\$1,191	\$2,677	\$1,533	\$1,618	\$1,689	\$1,000	\$1,384	\$1,179	\$1,179	\$14,170
Upgrade	\$1,271	\$1,819	\$1,069	\$1,659	\$1,600	\$1,670	\$989	\$1,368	\$1,165	\$1,165	\$13,775
Expansion	\$100	\$238	\$138	\$246	\$191	\$199	\$118	\$163	\$139	\$139	\$1,671
New	\$2,112	\$3,565	\$2,437	\$2,912	\$2,992	\$3,123	\$1,849	\$2,559	\$2,179	\$2,179	\$25,908
Maintenance	\$13,782	\$15,643	\$16,065	\$16,498	\$16,944	\$17,401	\$17,871	\$18,354	\$18,850	\$19,360	\$184,891
TOTAL	\$17,986	\$22,456	\$22,386	\$22,848	\$23,345	\$24,082	\$21,827	\$23,828	\$23,512	\$24,022	\$240,415

Asset Class Detail

PROTECTED

What are future challenges and opportunities?

Changing population	Open space provision	Participation trends	Environmental sustainability
<ul style="list-style-type: none">• The increased demand for specific outdoor recreation facilities and settings as well as new open spaces within close proximity to where people live.	<ul style="list-style-type: none">• The increased expectation that we are able to provide an increased amount of open space within a densely populated area, where the availability of land is limited and acquisition is costly.• our communities' expectations about what these spaces will do is becoming more complex and multi-dimensional.	<ul style="list-style-type: none">• Existing spaces will become more heavily utilised, elevating the cost of managing these assets.• Embed Gender Impact Assessments (GIAs) into asset planning.	<ul style="list-style-type: none">• The provision of active and passive open spaces should integrate with the natural environment to support bio-diversity and environment protection through multi-functional design.

Asset Class Detail

PROTECTED**Buildings and facilities****What assets are included?**

Council buildings, swim centres, libraries, community centres, maternal and child health care, toilets, pergolas, rotundas

What does our work involve?

Operating	Capital Works			
Maintenance	Renewal	New	Expansion	Upgrade and
<ul style="list-style-type: none"> Minor repairs to building components due to failure, vandalism, etc. Unblocking drains, service checks, carpet repairs, etc. Safety, compliance, and condition inspections 	<ul style="list-style-type: none"> Major structural repairs Replacement of roof or wall cladding Replacement of bathrooms and kitchens 	<ul style="list-style-type: none"> Construction of a new building to cater for increased or changing demand 	<ul style="list-style-type: none"> Building extensions 	<ul style="list-style-type: none"> Sustainability improvements (eg. PV systems, water harvesting and reuse systems, etc.) Replacement of amenities with DDA compliance

How is funding prioritised?

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our buildings assets and the impact of various renewal funding scenarios on future asset condition.

How much do we plan to spend over the next 10 years?

Buildings Projected Expenditure 2025–2035 \$'000											
Expenditure Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Renewal	\$3,613	\$1,310	\$2,674	\$1,472	\$940	\$999	\$2,322	\$842	\$2,322	\$2,322	\$18,816
Upgrade	\$5,081	\$177	\$140	\$157	\$397	\$422	\$980	\$355	\$980	\$980	\$9,670
Expansion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New	\$70	\$4,313	\$974	\$4,189	\$1,017	\$1,081	\$2,514	\$912	\$2,514	\$2,514	\$20,098
Maintenance	\$6,082	\$6,050	\$6,199	\$6,352	\$6,509	\$6,670	\$6,835	\$7,004	\$7,177	\$7,355	\$79,640
TOTAL	\$14,846	\$11,850	\$9,987	\$12,170	\$8,863	\$9,172	\$12,651	\$9,113	\$12,993	\$13,171	\$128,224

Asset Class Detail

PROTECTED

What are future challenges and opportunities?

Changing population	Financial	Climate change	Legislation and compliance
<ul style="list-style-type: none">• The need to improve access for all genders and abilities and other underrepresented communities• The need to meet drivers — and often competing — community demand and expectations for facilities	<ul style="list-style-type: none">• The need to maximise the use of existing facilities and to manage assets that are surplus to needs• The unplanned maintenance liabilities associated with facilities that community groups are no longer able to manage	<ul style="list-style-type: none">• The increased risk of damage to our buildings and facilities due to more frequent and more extreme weather events• The challenge of ensuring we meet our target of net zero	<ul style="list-style-type: none">• The need to ensure compliance with all relevant legislation such as in relation to accessibility, fire safety, occupational health and safety, etc.• The need to ensure buildings are provided in line with the National Construction Code.• Embed gender equity into asset planning and design

Asset Class Detail

PROTECTED

Monitoring and improvement plan

Asset planning is not a set and forget process. It needs to stay flexible so we can respond to changes — like population growth, shifting community needs, and climate change. It also helps us make the most of new opportunities and keep up with changing priorities over time.

Reviewing and reporting

We review and update our *Asset Plan* every four years, in line with the Council term. This gives a new Councillor group a chance to check the plan and make any changes.

We also look at the plan each year during the budget process. If there are big changes to funding or service levels, we update the plan to reflect that.

Each year, we report on how we’re tracking — including service levels and performance — through our *Annual Report*, so the community can see how we’re delivering on our commitments.

Continuous improvement

We acknowledge that significant annual expenditure is required to manage and maintain our existing infrastructure. This highlights the importance of maintaining high-level skills and practices to ensure services are delivered economically and sustainably. We are committed to continuously working to improve our knowledge, skills and operational practices in line with sector-wide best practice.

The financial analysis and projections in this *Asset Plan* are based on existing data, processes, systems, processes and standards. We’re committed to identifying ways to achieve more robust evidence base analysis to improve our practices to achieve this. One of the keys to this will be engaging with our community to establish optimised service levels that are affordable over the long-term.

- We aim to strengthen the role of our Gender Impact Assessment (GIA) in shaping design by building skills, knowledge, and strategic influence. This involves setting clear goals and regularly reviewing our progress to ensure ongoing improvement.Improve GIA’s contribution to design discussions and decisions
- Grow technical and strategic knowledge of design and innovation
- Foster stronger collaboration with key stakeholders to increase impact

Asset Management Framework actions and timeframes

1.1	Review and update Asset Management Policy	Short term
1.2	Review and update <i>Asset Management Strategy</i>	Short term
1.3	Development of <i>Asset Management Plans</i> for roads, footpath, drains, open space and buildings and facilities	Medium term

Monitoring and improvement plan

PROTECTED

APPENDIX A: KEY TERMS AND DEFINITIONS

Terminology	Description
Infrastructure assets	Fixed systems that form a network and serve entire communities, designed to be maintained over time through ongoing repair and replacement of parts (eg. roads, facilities, footpaths, drains, parks).
Capital expenditure	Spending on new infrastructure or improving existing assets to increase their ability to deliver services.
Maintenance	Regular, ongoing spending to keep assets working as expected, maintaining their service level and lifespan.
Financial Plan	A <i>Financial Plan</i> based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
Lifecycle indicator	A 10-year comparison of planned vs. desired spending on maintenance, renewals, upgrades, and new assets. The target range is 85–115 per cent.
Asset health	Asset health measures how long assets are expected to last and how well they can continue to perform.
Intervention level	A physical state of an asset defined by its condition, capacity or functionality at which we will determine a treatment action.

APPENDIX A: KEY TERMS AND DEFINITIONS

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APPENDIX B: COMMUNITY ENGAGEMENT

Engaging our community on our asset planning

Nearly **1,600 Glen Eira residents** — from children to older adults, local businesses, and community groups — shared their hopes and priorities through *Our Place, Our Plan*, a four-phase engagement shaping our city’s future.

These conversations directly informed our four-year plans, including our **Asset Plan**. The community’s insights that informed priorities on managing and investing on our assets was gathered through our Community Vision check in, broad engagement and Community Priorities Panel is outlined below.

Community Vision engagement findings (August 2024)

While 88 per cent of respondents agreed that the Community Vision developed in 2021 still reflects their aspirations, some respondents also identified areas they felt were missing. One of the themes identified was the request for Council to maintain and fix our infrastructure, improve the quality of our assets, fix our roads and add more exercise equipment in parks.

Broad community engagement results (February to March 2025)

What matters most to our community:



The most important services to the community are:



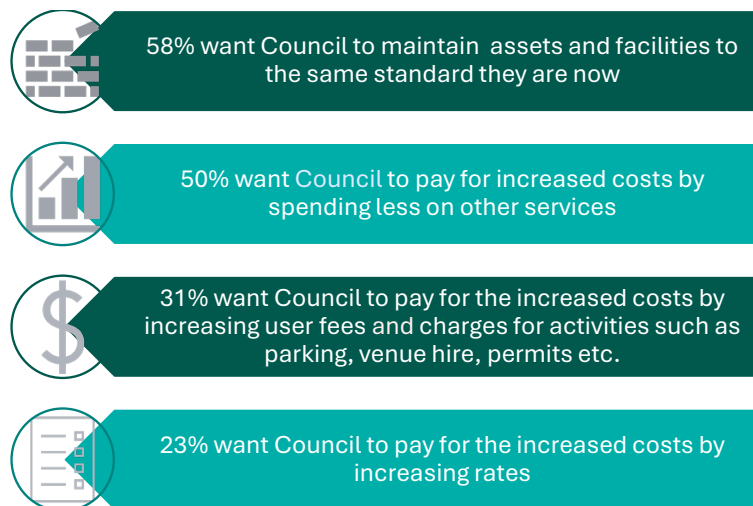
APPENDIX B: COMMUNITY ENGAGEMENT

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The assets the community would like Council to prioritise improving are:



Community views on how Council should pay for increased costs if they were to maintain assets to a higher standard over the next four years:



Sustainability findings related to asset management and investment:

APPENDIX B: COMMUNITY ENGAGEMENT

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Preserve and increase tree canopy	Improve safety and design of bike lanes, footpaths, pedestrian connectivity and public transport access	Provide electric vehicle (EV) charging stations, community buses, and e-share cars
Design walkable communities with accessible services	Expand recycling options (e.g. soft plastics, e-waste)	Use clean energy, electric vehicles, and sustainable practices in operations
Provide communal composting and green waste bins for apartments	Install solar panels and improve waste systems in Council buildings	Collaborate with other councils and governments.

Community Priority Panel's recommendations (April 2025)

In considering the Council Plan priority themes, the Panel made the following recommendations that are relevant to our management of assets.

Priority theme	Panel's recommendations for future asset planning	Panel consensus %
Community safety, cohesion, health and wellbeing	Multi-use spaces: Ensure green spaces and physical recreation areas accommodate different community groups throughout the week.	90%
	Asset maximisation: Utilise our existing assets to support social connection and mental health.	88%
	Adult-oriented spaces: Create passive, quiet outdoor spaces with activities specifically for adults.	82%
	Digital centralisation of information: Introduce a digital tool to centralise information about activities and services from both Council and external service providers	84%
	Versatile community hubs: Design community hubs with co-located services connected through public transport	90%
	Adaptable spaces: Build community hubs that can adjust to evolving neighbourhood needs.	88%
	Strategic asset assessment: Complete assessments to identify land priorities for shared community hubs.	84%
	Evidence-based design: Use frameworks that apply community connection principles to environmental design	80%

APPENDIX B: COMMUNITY ENGAGEMENT

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	Community transport: facilitate free, safe and accessible community transport to/from/between centres of activity, both during the day and after dark.	
Diverse, welcoming and accessible places	Micro-parks: Prioritise micro-parks and passive open spaces over larger active spaces.	78%
	Hybrid community infrastructure: community infrastructure needs should be met using a hybrid model of utilising existing or new major hubs, with other services being satellite services (either mobile or pop-up).	80%
	Balanced placemaking: find a balance between maintenance and adding value through placemaking, leveraging businesses and locals.	78%
	Sell off land as last resort: council land should only occur as a last resort and with strict parameters and consultation	90%
	Co-locate services: consider whether council facilities could be co-located whilst maintaining reasonable accessibility across the municipality	84%
	Review asset modelling criteria to include social value and utilisation.	84%
	Cost recovers revenue: review processes and frameworks to ensure cost recovery from the fees and charges	84%
	Green assets: include green assets in asset register	82%
	Raise revenue: assess opportunities to raise revenue through the temporary renting / leasing of community assets.	80%
	Review outsourcing of council services opportunities for council services to be provided by alternative providers, with strict considerations around availability, social impact, cost and risks.	76%
Environmental Stewardship	Introduce services to reduce the communities waste: such as a library of things, communal green bins. Repair cafes and community gardens.	90%
	Tree Canopy: Develop kerbside and parking policies that incorporate increased tree canopy and biodiversity (86%)	86%
	Electric vehicle infrastructure: all council car parks should have EV charging by 2029	78%
	Sustainable infrastructure: Assets like renewable energy installations, water recycling systems, and eco-friendly buildings demonstrate a commitment to reducing environmental impact.	86%

APPENDIX B: COMMUNITY ENGAGEMENT

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Innovative and financially sustainable Council	<p>Universal vs targeted support: Council should provide services for the whole community unless there's a gap in existing targeted services</p> <p>Digital platforms: ask the community what they want to be digitised or use customer service analytics to prioritise digitisation of services</p>	<p>78%</p> <p>76%</p>

APPENDIX B: COMMUNITY ENGAGEMENT



GLEN EIRA
CITY COUNCIL

GLEN EIRA CITY COUNCIL

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GLEN EIRA CITY COUNCIL

Draft Climate Emergency Response Strategy 2025–2029



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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Contents

Contents.....	2
Acknowledgement of Traditional Owners.....	3
Message from the Mayor.....	4
Foreword from Chief Executive Officer.....	5
Executive summary.....	6
Introduction to climate change in Glen Eira.....	7
Our planning approach.....	8
2040 Community Vision.....	8
Our strategic priorities for 2025–2029.....	8
Health and wellbeing for Glen Eira.....	9
Discussion.....	10
Shared responsibility: local, State and Federal government roles.....	10
National impacts of climate change.....	11
Adapting to a changing climate in Glen Eira.....	12
Impacts in Glen Eira.....	13
Mitigation of greenhouse gas emissions in Glen Eira.....	14
Our climate emergency response in action.....	15
Key challenges.....	17
Key opportunities.....	20
Roles in climate action.....	21
Innovation areas for our Action Plan.....	23
Our strategic objectives.....	24
Strategic Objective 1.5: Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health.....	24
Strategic Objective 3.1: Our urban greenery and biodiversity are enhanced.....	25
Strategic Objective 3.2: Our air and waterways are healthy.....	26
Strategic Objective 3.3: Council and community emissions are reduced.....	26
Strategic Objective 3.4: Waste to landfill is reduced.....	27
Strategic Objective 3.5: The community is actively engaged in Caring for Country and the natural environment.....	27
OUR ACTION PLAN.....	28
Strategic Objective 1.5: Our community benefits from the promotion of healthy lifestyles and the prevention of harm and ill-health.....	28
Strategic Objective 3.1: Our urban greenery and biodiversity are enhanced.....	30
Strategic Objective 3.2: Our air and waterways are healthy.....	31
Strategic Objective 3.3: Council and community emissions are reduced.....	33
Strategic Objective 3.4: Waste to landfill is reduced.....	37
Strategic Objective 3.5: The community is actively engaged in Caring for Country and the natural environment.....	37
PLAN APPENDICES.....	38

OFFICIAL

Acknowledgement of Traditional Owners

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

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

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

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Message from the Mayor

When we declared a climate emergency in 2021, we made a promise to act — and to do so with urgency. With our *Climate Emergency Response Strategy*, we're deepening that promise and reaffirming our commitment to a cleaner, greener Glen Eira.

This isn't just a Council document — it's a reflection of what our community told us matters most. Through recent engagement, you asked us to take stronger action to cut emissions, protect trees and green space, and ensure our neighbourhoods stay safe and liveable as our climate changes. We've listened, and we've built this *Strategy* with those priorities at the centre.

We know climate change can feel overwhelming. But there's so much we can do — together. From shifting to renewable energy, reducing waste, and planting more trees, to supporting local community groups and sustainable businesses, every step makes a difference. We will keep leading the way, but your role is just as important. Every household, every small action — it all adds up.

This is about more than just emissions. It's about our health, our economy, our environment — and the kind of Glen Eira we want to pass on to future generations. I'm proud of the work we're doing, and even more proud to be part of a community that cares deeply about the future.



Cr Simone Zmood
Mayor of Glen Eira

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Foreword from Chief Executive Officer

This *Climate Emergency Response Strategy* is a key step in how we embed climate action into everything we do at Glen Eira.

We've already made strong progress — one hundred per cent of our corporate operations now run on 100% renewable electricity, and we're on track to eliminate all emissions under our direct control by 2031. But we know we need to go further. This updated *Strategy* maps out how we'll support the wider community to reduce their emissions, with a strong focus on practical, place-based action.

Throughout many engagements, we have heard how much this issue matters to you. Residents told us they want local leadership, smarter use of resources, more trees and shade, support for people most vulnerable to climate impacts, and real action. This feedback shaped everything in the plan, from emissions targets to the types of programs and partnerships we'll prioritise.

Our approach now is clear: we're integrating climate thinking into planning, infrastructure, procurement, and community services. We're also building stronger partnerships — with other councils, local businesses, traditional owners, and climate groups — because lasting change happens when we work together.

**Lucy Roffey**

Chief Executive Officer

Glen Eira City Council

OFFICIAL**Executive summary**

Addressing climate change is one of the most important ethical responsibilities of our generation. The science is abundantly clear: human activities, such as the excess production of greenhouse gas emissions, are driving global climate change, and tackling this requires a coordinated community and government-wide response through meaningful action.

Recognising this, we declared a climate emergency in May 2020. Over the past five years, Glen Eira has been actively advancing climate action. By focusing on emissions reduction, we are turning our focus to addressing the root causes of climate change head-on. This means we will be increasing our energy efficiency, adopting renewable energy sources and embracing innovative technologies in our buildings, facilities and operations to reach the ambitious target of reducing all emissions under our direct control to zero by 2031. This investment is instrumental in helping us achieve our *Glen Eira Community Vision* — a thriving community of empowered citizens working together for an inclusive and sustainable future — but there is still much more we can do. Less than one per cent of total emissions come from our operations within the municipality; empowering our community to take proactive steps towards climate action is critical to achieving meaningful emission reductions.

While climate change presents challenges, we are beginning to see positive progress. In Australia, more than 100 jurisdictions representing nine million people — over one-third of the population — have declared a climate emergency. In 2022, Victoria's net greenhouse gas emissions were 31.3% lower than 2005 levels and, here in Glen Eira, we are now powering all our buildings and infrastructure with 100 per cent renewable energy.

In this Strategy, we are committed to deliver actions that help deliver six of the strategic objectives in the *Glen Eira Council Plan 2025-2029*:

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

3.1 Our urban greenery and biodiversity are enhanced

3.2 Our air and waterways are healthy

3.3 Council and community emissions are reduced

3.4 Waste to landfill is reduced

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

To maximise our impact, we will focus on five key innovation areas:

- **Exploring indigenous ecological knowledge:** in partnership with Traditional Owners, we will explore knowledge of climate and climate change to inform our response, while considering the impacts on First Nations people's health, livelihoods, community, and connection to Country.
- **Applying the climate lens:** we will embed climate action into our daily work, communicating openly about impacts and solutions, and working with our community to amplify action.
- **Leadership by example:** we will reduce emissions, using renewable energy, improving efficiency, and applying circular economy principles, while being transparent to inspire others to act.

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- **Public health impacts of climate change: we will** collaborate with our partners to understand and respond to the health impacts of climate change, protecting wellbeing and building a safer, more resilient Glen Eira.
- **Empowering everyone to take action on climate change: we will** work with our diverse community to ensure everyone can participate in climate action by removing barriers, tailoring engagement, and co-designing solutions for a fair and sustainable future.

Together with our community, we are committed to taking meaningful action on climate change. This *Strategy* continues to outline our path forward from the previous *Strategy*— *Our Climate Emergency Response Strategy 2021-2025 / Dhumbali Wurrungi-biik Parbin-ata* — by strengthening resilience, reducing emissions, protecting our natural environment, and supporting the health and wellbeing of our community. By embedding climate action across all areas of Council and working in partnership with residents, businesses, Traditional Owners, and other levels of government, we aim to create a more sustainable, liveable, and climate-ready Glen Eira for current and future generations.

Introduction to climate change in Glen Eira

Glen Eira is located in Melbourne's south-east, just 10 kilometres from the CBD. We're a proudly diverse municipality, home to more than 156,000 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.

Glen Eira, like much of Victoria, is already experiencing the impacts of a changing climate. Our climate has warmed by at least 1.2 degrees Celsius since records began in 1910, with hotter days, more frequent heatwaves, and changing rainfall patterns now part of our lived experience. These changes are driven by global greenhouse gas emissions, primarily from the burning of fossil fuels and land-use changes. If greenhouse gas emissions keep rising without action, the risks to Glen Eira's community, infrastructure, and environment are expected to intensify.

This *Strategy* builds on the work completed to date and supersedes our *Our Climate Emergency Response Strategy 2021–2025 / Dhumbali Wurrungi-biik Parbin-ata*. It helps deliver the *Glen Eira 2040 Community Vision* and as climate change has a direct and indirect impact across our operations, it is a tier one strategy that sits directly under the *Council Plan 2025–2029* in Council's *Integrated Planning and Reporting Framework*.

The implementation of this *Strategy* is supported by an *Action Plan* with specific timebound actions, with further detail available in the *Our Action Plan* section.

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Introduction to integrated planning

Our strategic plans all work toward a common goal: building a thriving, inclusive and sustainable City where everyone has the opportunity to live well.

Whether we're planning for health and wellbeing, managing assets, responding to climate change or supporting our growing population, our role is to help shape a future where people and place can flourish together.

Our role is broad. We:

- deliver services that support the health, wellbeing and everyday needs of our residents
- maintain public assets and infrastructure — including parks, roads, footpaths and community facilities
- plan and regulate the built environment, ensuring development supports community needs and sustainability goals
- work in partnership with community groups, service providers and other levels of government
- advocate on behalf of our community to influence decisions and secure resources
- inform and empower our residents to make decisions that benefit them and their communities.

This means that our strategies and plans connect and support each other. They are all part of a shared commitment to delivering meaningful outcomes for our community. This introduction provides context for all our strategic documents — connecting our shared vision, values and planning approach across the organisation.

Our planning approach

2040 Community Vision

We take an integrated approach to planning, guided by the *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most — inclusivity, sustainability, wellbeing, creativity and connectedness — and what people want Glen Eira to become over time.

Our strategic priorities for 2025–2029

Our *Integrated Planning and Reporting Framework* also guides our work and ensures that all our strategies and plans align to this *Vision* and to our *Council Plan 2025–2029*, which sets out the strategic directions and priorities for the current four-year term of Council.

We know that effective planning must also be:

- **community-informed** — shaped by what matters most to our residents and stakeholders
- **evidence-based** — drawing on data, research and expert insight
- **place-based** — tailored to the diverse needs and identities of local communities across Glen Eira
- **resource-aware** — aligned to available budgets, assets, and workforce capability
- **adaptable** — ready to respond to emerging risks, challenges and opportunities.

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These principles guide how we approach every strategic plan — whether it’s about climate, assets, biodiversity or finance.



Fig 1. This document is a strategic tier one plan that is reviewed annually

Health and wellbeing for Glen Eira

Health and wellbeing are central to every aspect of our work — not just in our *Council Plan*, but across all our strategic planning. Access to green spaces, housing, transport, safety, and social inclusion all shape people’s wellbeing.

That’s why every strategic plan considers the impact it will have on community health and equity. We work closely with community organisations, local Traditional Owners, health services and other partners to make sure our strategies promote fairness, opportunity and long-term wellbeing for all.

Staying accountable

We are committed to being transparent about our progress and staying connected to our community’s needs. Each year, we set specific actions, measure our impact, and report back to the community through our *Service Performance Reports* and *Annual Reports*.

All our plans are living documents — regularly reviewed and updated to reflect changing conditions, emerging evidence, and what we continue to learn through engagement and delivery.

All our strategies share a common foundation: they are shaped by community values, built on strong evidence, and guided by a long-term vision for a more inclusive, sustainable and connected future.

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Equity, inclusion and climate justice

We recognise that the impacts of climate change are not experienced equally across our community. Factors such as gender, age, disability, cultural background, income, housing status and caring roles shape people's exposure to climate risks and their capacity to adapt.

Women, gender-diverse people, First Nations people, people with disabilities, older people, renters and low-income households often face greater barriers to participating in climate solutions and to accessing the benefits of climate action.

We are committed to embedding an intersectional gender lens across this *Climate Emergency Response Strategy*, consistent with its obligations under the *Gender Equality Act 2020* (Vic) and its broader commitment to social justice, equity and human rights.

We will:

- collect and use gender-disaggregated and intersectional data to inform decision making
- engage inclusively with diverse communities and voices
- foster diverse leadership in climate governance and action
- monitor and evaluate progress toward equitable outcomes

By doing so, we aim to build a climate-resilient Glen Eira in which everyone can thrive and where no one is left behind in the transition to a low-carbon, sustainable future.

Discussion

Shared responsibility: local, State and Federal government roles

Addressing the challenges — and realising the opportunities — created by climate change demands bold action from all levels of government to reduce their emissions and support us and our community to take the steps we need to reduce our climate footprint and adapt to climate impacts.

Federal government



The Australian Government has the greatest opportunity, and power, to effectively influence and set the national direction and cross jurisdictional agreements to help tackle climate change, build a climate-proof economy and a safe future.

The Australian Government has committed to reaching net zero greenhouse gas emissions by 2050. While Australia is a signatory to the Paris Agreement, emissions are projected to be 42.6 per cent below 2005 levels in 2030, just below the agreed-upon 43 per cent target.

Recent assessments indicate that the nation is not currently on track to meet these targets without significant acceleration in emissions reductions. Australia's greenhouse gas emissions were 467 million tonnes in the year ending June 2023, an increase of four million tonnes on the previous year. Without strong and urgent action at the Federal level, reaching net zero community emissions will be nearly impossible. We need the Australian Government to act accordingly.

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National impacts of climate change

		Example
 <p>HEALTH AND COMMUNITY</p>	<ul style="list-style-type: none"> • More stress on health and emergency services • More heat-related deaths, particularly among the elderly and disadvantaged • Mental health effects • Changes in disease occurrence • Increased respiratory conditions associated with poor air quality 	<p>During the 2014 heatwave, Melbourne experienced four consecutive days above 41°C. This left parts of Melbourne without electricity, thousands of commuters stuck and an estimated 167 excess deaths.</p>
 <p>ENVIRONMENT</p>	<ul style="list-style-type: none"> • Amplification of existing threats to flora and fauna • Habitat loss, degradation and fragmentation • Altered disturbance regimes • Changing dynamics of invasive species • Bushfires and smoke haze • Altered rainfall patterns 	<p>The 2020 Royal Bushfire Commission found that climate change is already increasing the frequency and intensity of extreme weather and climate systems.</p>
 <p>INFRASTRUCTURE</p>	<ul style="list-style-type: none"> • Increased flood damage • Increased maintenance costs • Extreme heat impacts • Increased disruption to services 	<p>According to a new <i>Climate Change Authority Report</i>, back-to-back disasters have cost the Australian economy \$2.2 billion in the first half of 2025 alone. The cost is projected to rise to \$8.7 billion annually by 2050 without strong action.</p>
 <p>PRIMARY PRODUCTION</p>	<ul style="list-style-type: none"> • Earlier flowering and planting times • Changed distribution of pests and diseases • Farm businesses affected by bushfire • Reduced water security 	<p>An assessment conducted by the NSW Government found that climate change is already leading to a wide range of impacts on local farmers, including lower rainfall in winter and spring when it is most needed by food crops, floods washing away plants and the soil they depend on, higher risk of bushfires and attracting new agricultural pests.</p>

State Government

In 2017, the Victorian Parliament passed a new *Climate Change Act 2017*, positioning Victoria as a leader in climate action. The *Act* sets a clear policy framework and a pathway to a climate resilient community and a net zero emissions economy. In May 2023, the Victorian Government set an emissions reduction target of 75-80 per cent by 2035 and brought forward their net zero emissions target by five years to 2045.

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The Victorian Government needs to continue to invest heavily in climate action and make climate change a priority for all elements of Government business — legislation, regulation, budgets, programs and services.

(CASE STUDY) Keeping it below 1.5 degrees of warming in Victoria

Extreme weather events are becoming more frequent and intense. Victoria has experienced significant changes in heatwave patterns since the 1950s, with these events now occurring more often, lasting longer, and beginning earlier in the season. Their intensity has also steadily increased over time. Average annual rainfall may have decreased, but extreme rainfall events, leading to localized flooding, are becoming more intense.

The unequivocal driver of climate change is the accumulation of greenhouse gases in the atmosphere. The atmosphere can hold about seven per cent more water vapour for each degree of warming, and an atmosphere with more moisture can produce more intense precipitation events. Global warming between two degrees Celsius and four degrees Celsius will be exceeded during the 21st century unless deep reductions in greenhouse gas emissions occur in the coming decades. This requires every part of our society to immediately reduce its reliance on fossil fuels and transition to an all-electric future.

Local government

The remit and powers available to Victorian local governments are defined by the *Local Government Act 2020*, with recent changes introducing a new overarching governance principle of planning for climate change risk.

We have statutory obligations to consider climate change in everything we do and a strong capacity to implement change. Council has a demonstrated capacity to also drive change through collaboration and advocacy. In Victoria, councils have made significant progress in reducing their greenhouse gas emissions and supporting their communities to do the same. The services and infrastructure councils provide to their communities are vulnerable to a range of climate hazards. Because of their local knowledge and close connection to the community, councils are well placed to help their local communities and work with the Victorian Government to reduce risks and adapt to climate change.

Across Victoria, councils have formed alliances, built partnerships and delivered shared projects to scale up action. We need to continue working with other councils on regional, state and national priorities. By working together, we can reduce the duplication of effort and resources, play to our strengths, learn from each other and speak with a shared, stronger voice.

Adapting to a changing climate in Glen Eira

Locally in Glen Eira, the most immediate and serious risks of climate change include more extreme heat, worsening urban heat island effects, and increased pressure on public health, particularly for vulnerable residents. Heatwaves are one of Glen Eira's deadliest natural hazards, contributing to higher rates of heat-related illness, hospital admissions, and fatalities.

Hotter conditions will also put more pressure on infrastructure like roads and buildings and make it harder for trees and green spaces to cope with extended periods of prolonged heat.

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Climate change is also affecting rainfall patterns, contributing to periods of drought interspersed with intense rainfall events, which increases the risk of flash flooding in parts of Glen Eira's urban catchment. Additionally, the impacts of climate change can intersect with broader social and economic pressures, contributing to risks such as food insecurity, rising insurance costs, and exacerbating existing inequalities.

Without urgent and large-scale action, these risks will continue to impact all facets of our lives with increasing severity.

In Glen Eira, the key climate risks include:

- 1) More frequent and intense heavy downpours, leading to localised flash flooding
- 2) Higher temperatures year-round and more frequent and extreme heat waves, contributing to the urban heat island effect
- 3) Lower average rainfall, exacerbating water scarcity and contributing to droughts
- 4) Reductions in air quality, especially as bushfires become more frequent
- 5) Decline in urban biodiversity and canopy cover due to heat stress
- 6) Rising sea levels and the increased frequency and height of extreme sea level events will push seawater from the Bay into our drainage system, which reduces the capacity of these drainage systems during major flooding events

A resilient and well-adapted community is prepared to face the economic, social, and environmental shocks expected from climate change and can recover quickly when challenges arise. Access to reliable information, strong social connections, and a sense of agency are key ingredients for building resilience, all of which can be fostered and supported within Glen Eira.

Citizen science programs such as the *City Nature Challenge*, *Great Southern BioBlitz*, biodiversity walks and talks, and *My Smart Garden* sessions, foster strong community engagement. Capacity-building workshops also help stakeholders work together to strengthen climate resilience and ensure services continue during extreme weather events.

Work towards these adaptation goals will be supported by the *Open Space Strategy*, *Asset Management Strategy*, *Integrated Transport Strategy*, *Biodiversity Implementation Plan*, the *Glen Eira Planning Scheme*, *Procurement Policy* and the *Urban Forest Strategy*.

Impacts in Glen Eira

The health, mobility and prosperity of our community will be impacted by climate change.

Impacts may include the following:

1. Rising cost of food, particularly essential fresh fruit and vegetables
2. Increased insurance premiums for some homes and businesses (and the possibility of some properties becoming uninsurable)
3. Financial pressure associated with property damage from extreme rainfall events

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4. Transportation challenges associated with flood and heat events, including disruption to public transport
5. People with existing mobility issues will find travel even more challenging during extreme weather
6. 7,730 local residents have a disability requiring daily assistance with life tasks and must access critical services which are likely to be disrupted during extreme weather
7. 16,468 local carers of the elderly and people with disabilities are likely to see an increase in their workloads due to events such as heatwaves
8. Our young people will be more exposed to climate change impacts over their lifetime. The psychological impact — often referred to as climate anxiety — is prevalent in Australia's youth
9. 21.4% of our population are aged 60 or over, they will become more susceptible to climate risks, particularly heat stress
10. Low-income and homeless segments of our community will be exposed to additional pressures such as rising energy costs and consequently have less ability to protect themselves from extreme heat and other weather events
11. 53,149 local residents living in rental properties have little control over the thermal performance of their home, leaving them more vulnerable to heat events

The health, mobility and prosperity of our operations will be impacted by climate change.

Impacts may include the following:

1. Repair costs to our buildings and assets (currently valued at \$2.7 billion) associated with damage from extreme weather events could be a risk to our financial sustainability
2. Disruption and increasing workloads on community service staff during extreme weather events
3. An increased demand for our emergency services, such as relief centres and temporary accommodation
4. Threats to staff health and wellbeing during extreme weather
5. The necessity of increased investment to water and maintain open space
6. Tree and habitat decline due to a lack of water and/or heat stress
7. Increased insurance costs on Council-owned buildings
8. Pressure to invest in and deliver new services in response to changing community needs

Mitigation of greenhouse gas emissions in Glen Eira

Glen Eira has two very clear, ambitious and science-based goals of mitigating emissions for our operations and supporting our community to reduce their emissions. We will take the lead in this space, paving the way for strong action across Glen Eira.

We are currently responsible for between 8000–11,000 tonnes of carbon emissions per year. We have reduced emissions by 27 per cent over the last six years and are well on track to achieve zero

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direct emissions by 2031 with the implementation of this *Strategy*. Our buildings, assets and infrastructure will be efficient and powered by renewables.

We will minimise consumption and waste while maximising our ability to recycle. We will invest in active and sustainable transport and take a proactive approach to managing our procurement and supply chain. By prioritising recycled materials, we will aim to achieve the best possible carbon outcomes.

In a climate-friendly municipality, the Glen Eira community will have access to the information, products and services that they need to make sure their homes, businesses, schools and community organisations are efficient, comfortable and powered by renewable energy. They will be able to travel efficiently and sustainably through a connected and active transport system. They will consume wisely and produce little to no waste within a circular economy.

In 2022, Glen Eira’s community was responsible for more than 921,000 tonnes of carbon emissions (see Figure 2). While we have very little direct control over emissions generated by the community, there are significant opportunities for us to lead actions that will support the goal of pursuing and accelerating net zero community emissions by 2030.

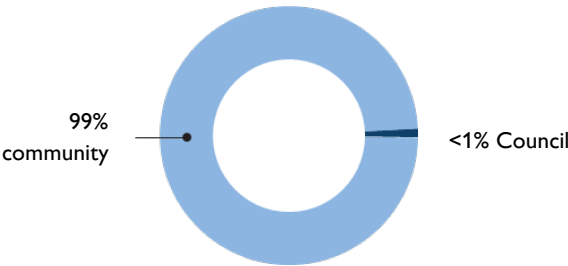


FIG 2: Glen Eira City Council’s greenhouse gas emissions

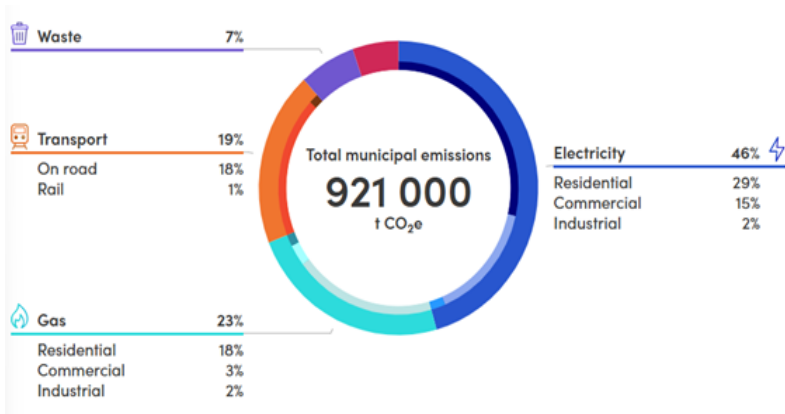


FIG 3: Glen Eira community greenhouse gas emissions 2022–2023

Our climate emergency response in action

2021	<ul style="list-style-type: none">Committed to a local government <i>Power Purchase Agreement</i> to move to 100 per cent renewable energy from 2021Adopted <i>Our Climate Emergency Response Strategy 2021u2025 / Dhumbali Wurrungi-biik Parbin-ata</i>
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	<ul style="list-style-type: none"> • Reduced carbon emissions from our operations by 18%, when compared with 2019/20 standards
2022	<ul style="list-style-type: none"> • Adopted the <i>Glen Eira Circular Economy Plan 2022u2026</i>, a commitment to work with the community to transition towards a zero-waste system • Approved the <i>Glen Eira Urban Forest Strategy</i>, which aims to increase the municipal tree canopy cover from 12.5 per cent to 22 per cent by 2040 — from 2022 onwards, we will plant 2,000 trees every financial year, increasing our urban forest canopy • Adopted the <i>Glen Eira Integrated Water Management Plan / Dhumbali W'urneet Gadhaha</i> which directs us on how to manage water in our environment • Collaborated with 23 other Victorian councils to propose a <i>Planning Scheme Amendment</i> to the State Government, strengthening environmentally sustainable developments (ESDs), aiming to reduce emissions from new buildings
2023	<ul style="list-style-type: none"> • Launched the inaugural <i>Sustainability Champions</i> program, a free 10-session initiative designed to empower residents to develop and implement local environmental projects • Updated our Nature Strip Planting Guidelines to make it easier for residents to personalise these important public green spaces and plant native species • Launched our <i>Electrify Everything</i> campaign, which promotes the transition from gas to renewable energy, provides direct links to government rebates and supports residents to create a personalised Go Electric Plan for their household • 21 vehicles in our fleet are fully electric, including lawnmowers and leaf blowers • Led <i>The Nappy Project</i>, which included the use of reusable nappies, and saw 80% of participating families incorporate cloth nappies into their daily lives (either full or part time) by the end of the program
2024	<ul style="list-style-type: none"> • Converted the Bentleigh Senior Citizens Building to a fully electric building • Launched the Library of Things at each Glen Eira library, providing a sustainable way to borrow non-traditional library items • Held the first repair cafés in Glen Eira, where over 167 kg of materials were repurposed and saved from entering landfill • Trialled a reusables service at <i>Groove and Graze</i>, which resulted in the avoidance of 2,897 items of single-use packaging • Installed a food waste dehydrator at Warrawee Community and since installation, the dehydrator has processed 8.4 tonnes of food waste into fertiliser

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2025	<ul style="list-style-type: none">• Secured a \$2.5 million grant to electrify Glen Eira Sports and Aquatic Centre (GESAC), which will remove 1,810 tonnes of greenhouse gas emissions every year• Adopted the first <i>Glen Eira Biodiversity Plan 2025u29</i>, which aims to protect and enhance existing biodiversity hotspots and strengthen the urban forest of Glen Eira• Celebrated the recognition of the Carnegie Memorial Swimming Pool with a 6 Star Green Star Design Stage certification• Have held three repair cafés so far, where 112 kg of material were repurposed from landfill
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(CASE STUDY) Reducing our emissions: our buildings, assets and infrastructure

We manage a diverse range of community assets across Glen Eira, including parks, roads, bike paths, buildings, leisure centres, libraries, childcare and health facilities, community halls, and sports pavilions. Demonstrating leadership on climate action across these assets is essential.

Between 2021 and 2024, we installed solar panels across 48 Council-owned sites, generating over 2,902 MWh of renewable electricity. This 1,244 kW of installed solar capacity has reduced our greenhouse gas emissions by approximately 2,292 tonnes of carbon emissions (CO₂e) over the period.

Electrifying our owned assets supports our broader commitment to phase out gas and power all operations with 100% renewable energy. Investing in solar not only cuts long-term operating costs but also reduces emissions. It’s a key step on our pathway to achieving zero operational emissions by 2031.

Key challenges

Glen Eira faces a number of key challenges, many of which are shared with Greater Melbourne and other local governments.

1. Urban heat and the loss of tree canopy

Glen Eira is one of Melbourne’s most heat-vulnerable municipalities due to a combination of high urban density, low tree canopy cover, and an ageing population. It is predominantly eight to 12 degrees Celsius hotter than surrounding non-urban areas.

With less than 14% canopy cover, among the lowest in metropolitan Melbourne, the area experiences intense heat retention in built-up areas, leading to the ‘urban heat island’ effect. This exacerbates health risks, especially for elderly residents, people with pre-existing health conditions, and low-income households unable to afford cooling. As summers become hotter and longer, and heatwaves more frequent, this issue is compounding.

Tree loss from private development, pruning for infrastructure, and climate stress on existing vegetation are key contributors. Cooling the city requires a major uplift in green infrastructure, but limited space and competing land uses present challenges.

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Without urgent action to increase canopy, especially in vulnerable neighbourhoods, Glen Eira risks more extreme localised heat and poorer liveability. To combat some of these issues (particularly the loss of vegetative cover), we adopted the *Glen Eira Urban Forest Strategy* in June 2021, which presents a clear and pragmatic implementation plan aimed at achieving a turnaround in the current trajectory of canopy loss.

2. Ageing and heat vulnerable housing

Many of Glen Eira's homes were built before modern energy efficiency standards and are ill-equipped to handle the impacts of a changing climate. Brick veneer homes with little insulation and single-glazed windows trap heat in summer and lose warmth in winter, increasing energy use and bills.

Renters and low-income households are disproportionately affected, often having limited control over the energy performance of their homes and few resources to make upgrades. Climate change is expected to increase the frequency and intensity of extreme heat events, placing vulnerable residents, particularly older adults and people with chronic illnesses, at even greater risk. Retrofitting existing homes for energy efficiency and passive cooling is a critical adaptation and mitigation measure.

However, barriers such as high costs, limited community awareness, and a lack of access to reliable advice or financial incentives slows implementation. We have already started to adapt to our changing climate by investing in building upgrades, water efficiency, green space, increased vegetation and biodiversity.

The *Solar Savers* program has been designed to help households and businesses future proof their homes from rising energy costs and increasing temperatures by providing easy access to rooftop solar. Our *Energy Savers* program is helping the business community to become energy efficient in their operations and save money on their energy bills by providing cheaper and efficient appliances.

3. Transport emissions, congestion and infrastructure gaps

How people travel in our municipality is closely tied to the climate emergency. Based off 2022–23 data, 19 per cent of local emissions come from transport. Historically, our cities were designed to prioritise cars, trucks and buses, but with population growth, it is becoming mathematically impossible to fit more vehicles on our fixed road network and still get around easily and efficiently.

Prioritising infrastructure that makes walking, cycling, and public transport safer, faster, and more convenient is vital for Glen Eira's future. For example, we recently installed a raised platform with two priority crossings at Royal Avenue and Woodville Avenue in Glen Huntly to prioritise cycling and walking.

In addition, we are embracing electric vehicles, aiming for zero emissions under our direct control by 2031. Our fleet is going electric, but our cars and trucks produce less than one per cent of vehicle emissions in Glen Eira. We are actively expanding its electric vehicle (EV) charging infrastructure to support the growing number of EV users in the municipality. As of early 2025, there are several publicly accessible EV charging stations across Glen Eira, including a station at the newly built Carnegie Memorial Swimming Pool.

OFFICIAL**4. Mobilising a diverse community for climate action**

Glen Eira is home to a highly diverse population, which makes community mobilisation both vital and complex. While many residents are deeply concerned about climate change and eager to act, they can face barriers such as language, limited access to reliable information, affordability, or a sense that individual efforts won't make a difference. Without understanding how climate change will impact them, the community cannot play an effective role in preparing their homes and businesses for impacts that are already upon us and will become increasingly severe.

In 2022, Glen Eira's community was responsible for more than 921,000 tonnes of carbon emissions (see Figure 2). While we have very little direct control over emissions generated by the community, there are significant opportunities for us to lead actions that will support the ultimate goal of pursuing and accelerating net zero community emissions by 2030.

We have already started this work, delivering a range of programs such as *Solar Savers*, the *Business Renewable Buying Group* and *Energy Savers*, in partnership with Eastern Alliance for Greenhouse Action and community education such as sustainable living webinars and the *Sustainability Champions* program.

Events, workshops, and communications are often well-attended by already-engaged residents, but harder-to-reach groups, such as renters, international students, seniors, and low-income households, may not see themselves represented in mainstream campaigns.

While Glen Eira has a passionate and connected community, local mobilisation around climate change is not yet at the scale required to drive local emissions to net zero and increase pressure on State and Federal Governments to urgently scale up climate action. This lack of mobilisation also has implications for adaptation.

5. The limits of local powers and the need for State and Federal action

Glen Eira City Council is committed to bold climate action and supporting the community to accelerate progress towards zero emissions. However, the levers Council directly controls, such as tree planting, and waste education, only influence a small share of local emissions.

The majority arise from electricity generation, transport infrastructure, and broader community consumption patterns, areas primarily regulated and funded by State and Federal Governments.

Council cannot mandate fuel efficiency standards, decarbonise the grid, or redesign public transport networks, yet these structural reforms are vital for large-scale emissions reduction.

This presents a key challenge: we must continue driving local initiatives while strongly advocating for systemic change beyond our control. Councils also have a role in clarifying responsibilities, so the community understands where change must occur and who can deliver it.

We will lead by example, build partnerships, and amplify the community's voice to ensure higher-level action matches local ambition.

OFFICIAL**Key opportunities**

Research by external consultants identified strengths and opportunities that can be leveraged to deliver our climate emergency response:

1. Rekindling Indigenous culture and knowledge

Engagement with the Traditional Owners on development of this *Strategy* has highlighted the opportunity to learn from and integrate Indigenous ecological knowledge and experience of dramatic environmental change into our land, water and biodiversity management practices. We can explore new ways to empower, include and support First Nations Peoples in Glen Eira's climate emergency response.

2. Leadership in circular economy

Having delivered food waste recycling for our residents, we've continued to promote reuse, repair, and recycling within Glen Eira. With a new food waste dehydrator at Warrawee Community, we've turned 8.4 tonnes of food waste into fertiliser.

Our series of six repair cafés has seen the repair of 180 items, and our new reusables service has avoided 5,800 single-use bowls, plates, and cups at our major events. We've incorporated greater circularity into our major waste contracts, and we've continued to equip our community with information and resources to reduce waste. Looking forward, there are many great opportunities to build on these successes and further foster our local circular economy.

3. Investing now

Investing in climate action today delivers long-term benefits, avoiding costly damage, reducing risk, and generating social, environmental, and economic returns. The Global Commission on Adaptation estimates that climate-resilient infrastructure costs just 3% more upfront but delivers \$4 in benefits for every \$1 spent.

Glen Eira's investment in electric vehicles demonstrates this principle: while purchase costs are higher, the total cost of ownership over the life of the vehicle is significantly lower. With reduced fuel and maintenance expenses, EVs are far cheaper per kilometre than petrol or diesel vehicles. Early, strategic investment is economically smart.

4. Leveraging our channels to communicate the climate emergency

As a trusted local authority, we play a vital role in communicating the climate emergency and empowering our community to act. We're in a strong position to share accurate, relevant, and practical information that helps our community make informed decisions.

Through our wide range of communication channels, including content on social media, online newsletters, the Glen Eira News, in-person and online events and webinars, workshops, signage in parks and nature reserves and partnerships with schools and community groups, we can reach diverse audiences across the municipality. By using these channels strategically, we can build climate literacy, highlight local action, and create a sense of shared purpose.

5. Leading by example through our operations

We are committed to taking bold climate action across our own operations. Our buildings are increasingly powered by 100% renewable electricity, we're transitioning our fleet to fully electric

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vehicles, and we continue to improve energy efficiency across our facilities. By leading with integrity and transparency, we are building trust, credibility, and momentum in the local council sector, which allows us to influence beyond our direct control.

Glen Eira’s sphere of influence may be limited in contrast with the State and Federal government, but through visible leadership, we can inspire local households, schools, businesses, and even other levels of government to act, amplifying impact across the municipality and beyond.

(CASE STUDY) Invest now: upgrading our fleet to all-electric





We have been actively promoting electric vehicle (EV) adoption as part of our commitment to achieving zero direct emissions from our operations by 2031.

As of 2025, we have 19 passenger cars, 15 light commercial vehicles, two trucks and two ride-on mowers as part of our electric fleet, with more on order. In 2022, we transferred all electricity accounts to the Victorian Energy Collaboration (VECO), which provides 100% renewable energy, meaning all of the electricity used to power our EVs is sourced from renewable energy sources.

Although up-front costs may be higher, the total cost of ownership is much lower over the vehicle’s life. With significantly lower operating and maintenance costs, electric vehicles are significantly cheaper per kilometre than cars that rely on petrol or diesel.

Roles in climate action

Responding to climate change is a global challenge. We all have a critical role to play through the ways we live, work, play and govern.

UPWARDS	SIDEWAYS	OUTWARDS	INWARDS
			
Advocate to State and Federal Governments to adopt and resource a climate emergency response	Collaborate with and support other councils to implement a climate emergency response	Work in partnership with the residents, businesses and Traditional Owners to initiate local community education, mobilisation and resilience building	Ensure Councillors, Executive and Council staff understand and act on their roles in a climate emergency response

Working in partnership with our community represents one of the biggest opportunities to reduce the effect of climate change in our municipality. Key focus areas include:

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Business and industry

In 2022, business and industry accounted for over 30 per cent of Glen Eira's carbon emissions from electricity and gas use. We need business and industry to:

- support the community transition to net zero carbon emissions by focusing on their own operations and using their experience to influence their customers and supply chains
- adapt their business models to encompass a circular economy
- use their voice to advocate on climate issues to the Federal and State Governments
- work with us to build local economic resilience to help our community withstand future climate-related shocks.

While most local businesses recognise the need to respond to climate change, there are significant barriers to action, including a lack of time, money, resources or knowledge, and policy uncertainty at State and Federal levels.

Large corporate businesses are increasingly following the lead of local governments in taking action on climate change. Some of Australia's largest businesses, like Woolworths and Bunnings, have set ambitious 100 per cent renewable energy targets. Others are moving towards carbon neutral or net zero emissions targets. Locally, Monash University is aiming for net zero emission campuses by 2030.

We have a role in celebrating these achievements and will work proactively with local businesses and representative organisations (e.g. traders' associations) to reduce the impact of their operations and supply chains.

Households

Residential households accounted for 81% of gas use in 2022. We need households to work with us to take the action on all fronts of climate action, especially electrification. Collectively we have the power to make a big and positive difference.

Households can:

- switch to all-electric and zero carbon energy
- buy less, recycle and re-use more to create low waste households
- reduce energy use
- improve homes to make them sustainable and climate-resilient
- switch to more sustainable transport like walking, cycling, ride sharing and electric vehicles
- support the natural environment by planting gardens
- buy local, and build resilience into our local economy
- connect with, support and share information with networks — friends, neighbours, colleagues and family
- advocate for stronger climate change action by State and Federal Governments

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We will be developing a range of ways to support households and individuals to take various forms of climate action.

Schools, community organisations and groups

Schools, community organisations and groups are a critical part of our social fabric, with deep networks and local connections. They have the power to be climate messengers, helping their communities to understand climate change, mobilise action and celebrate wins. Schools, community organisations, community gardens and other groups can also lead by example, reducing their own carbon footprint, working toward zero waste, saving water, encouraging active transport, growing food and increasing vegetation cover.

Local schools, groups, and organisations play a vital role in climate action by connecting people and strengthening social networks that build community resilience to extreme weather. These networks also enable shared projects, support collective economies and empower communities to advocate for stronger climate action.

We will work with schools, community gardens, groups and organisations to amplify climate messages and connect their communities to local climate programs. Examples of community organisations taking climate action in Glen Eira include, but are not limited to, Glen Eira Emergency Climate Action Network, Jewish Climate Network, 'Friends of' groups, Environment Victoria and the Port Phillip Eco Centre.

Innovation areas for our Action Plan

Five innovation areas have been identified to deliver strongly on community priorities and build on our current strengths. These areas will guide our focus as we develop practical, collaborative and forward-looking responses to the challenges of climate change.

1. Exploring Indigenous ecological knowledge

Much cultural knowledge has been lost, but there are still imprints and memories that can be rekindled for the benefit of the whole community. In partnership with local Traditional Owners, we will explore how Boonwurrung knowledge of climate and climate change allow us to respond to the climate emergency. We will ask what the impacts of the climate emergency will be on local First Nations people — on their health and livelihoods, their connection to community, and their connection to Country.

2. Applying the climate lens

We will make changes to our systems so that climate action is embedded into the way we work every day. This means reducing emissions, using renewable energy, improving energy efficiency, and applying circular economy principles in how we build, buy and operate. We will share what we learn with our community and help them to use a climate lens in their own businesses, homes and communities.

3. Leadership by example

We have demonstrated strong leadership through our climate emergency declaration and emissions goals, and the actions that we have taken to reduce our greenhouse impact. Our community has asked us to strengthen this leadership and invite everyone to participate, so we will continue to lead

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by example by being transparent about our actions and progress, and helping to inspire and empower others to take meaningful climate action.

4. Public health impacts of climate change

Climate change is a health issue. Rising temperatures, heatwaves, air pollution, and extreme weather increase risks to physical and mental health, especially for vulnerable people. We will work with health services, community organisations, and emergency management to understand and respond to these risks. By planning for climate-related health impacts now, we can protect wellbeing and build a safer, more resilient Glen Eira.

5. Empowering everyone to take action on climate change

Climate action must include everyone. We will engage with our diverse community, across cultures, ages, abilities, and incomes, to ensure all voices are heard and supported. This means tailoring communication, removing barriers to participation, and co-designing solutions with those most affected by climate change. By working together, we can build a more just, informed, and empowered Glen Eira, where everyone can take part in shaping a sustainable future.

Our strategic objectives

The urgency of the climate emergency requires all of us to do as much as we each can, as individuals, organisations, governments and communities to respond by rapidly reducing emissions and strengthening our resilience to the growing impacts.

Without a clear strategy, our staff, partners, and community lack direction; they don't know where we're heading, how we'll get there, or how we'll stay on track. Without this clarity, they cannot fully engage or contribute effectively to our shared targets.

Embedding the following strategic objectives from the *Glen Eira Council Plan*, can prioritise, resource, communicate and evaluate our response to the climate emergency. These objectives encourage community-wide collaboration to tackle climate change from every angle, creating a powerful and lasting impact far beyond what any one effort could achieve alone.

Delivering on these objectives and regularly evaluating our progress will ensure we stay on track. These strategic objectives (and the subsequent goals) are clearly defined to both guide our operations and demonstrate how we can help to accelerate net zero community emissions.

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

Goal 1: Our buildings and infrastructure are resilient and safe for our staff and community

Goal 2: Our community is protected from the worst impacts of climate change

The effects of climate change are already being felt in our community, from highly visible impacts such as heatwaves and other extreme weather events to more unexpected but equally dangerous issues such food insecurity, increases in family violence after emergencies and the capacity of community health and service providers to assist residents in need.

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For the purposes of our plans and strategies, the broader aspects of our community's health and wellbeing are addressed in our *Council Plan*, while this *Strategy* will address more immediate — but still far reaching — climate impacts and ways in which we can protect and support our community.

For our operations, the focus is on adapting our buildings, assets and infrastructure to ensure that they are future proofed against growing environmental and financial impacts of climate change and are safe for all users.

We will also support our community to adapt to climate change by working closely with residents, particularly those most vulnerable to its impacts, to understand their needs and the barriers they face. This will help us provide targeted support and build resilience across the community.

We will continue to strengthen local resilience and adaptive capacity, both within our own operations and in partnership with the broader community. From our position, this means investing in urban greening and biodiversity to enhance natural capital, and ensuring our buildings, infrastructure and assets are climate-ready, safe, and able to withstand increasing environmental and financial pressures.

Strategic Objective 3.1: Our urban greenery and biodiversity are enhanced

Goal 1: Continue to grow, maintain and protect our urban forest

Goal 2: Maintain, improve and protect Glen Eira's Biodiversity

Glen Eira's urban forest includes all trees, shrubs, understorey plants, grasses and ground covers across the municipality. It delivers a wide range of benefits, providing shade, storing carbon, supporting biodiversity, improving air quality, enhancing neighbourhood character, and helping to manage stormwater.

The shade provided by our urban forest is becoming increasingly important in the context of climate change. Metropolitan areas such as Glen Eira are vulnerable to the urban heat island effect, where the modification of land, dense development, transport and hard surfaces act together to trap heat.

On hot days, parts of Glen Eira can be eight to 12 degrees hotter than surrounding non-urban areas — a difference that can be life-threatening during heatwaves. Increasing green space and adding tree cover on both public and private land is one of the most effective ways to counteract the urban heat island effect and help protect our community.

Building our urban forest also supports our local biodiversity. Glen Eira is home to at least 139 species of vertebrates (animals with a backbone) and more than 150 species of plants. These include the critically endangered swift parrot, the Murray River turtle, the intermediate egret, and the nationally endangered gang-gang Cockatoo.

By enhancing habitat and supporting biodiversity, we can make Glen Eira a more welcoming place for important native species, while also enriching the lives of our community through increased opportunities for recreation, connection with nature and local enjoyment.

OFFICIAL**Strategic Objective 3.2: Our air and waterways are healthy**

Goal 1: Our community is engaged, supported and empowered to improve air quality

Goal 2: Council work with and advocate to other levels of government to understand the sources of pollution and improve air quality

Goal 3: Aquatic ecosystems and habitats are protected

Goal 4: Our community is engaged, supported and empowered to protect our waterways

Goal 5: Integrated Water Management (IWM) is embedded in our planning and operations

Caring for our air and waterways is vital to maintaining a healthy and liveable Glen Eira. Air and water quality affect everyone in our community, so we have an important responsibility to protect and care for these vital environments.

Air pollution poses serious health risks, particularly for children, older adults and those with existing health conditions. It can cause respiratory health issues, degrade natural environments, and contributes directly to a changing climate. Council will continue to work with the community and other levels of government to improve air quality across Glen Eira. This includes encouraging a reduction in pollution sources such as petrol- and diesel-powered vehicles and wood heaters and exploring further opportunities to reduce emissions by understanding local air quality.

Water is all around us in Glen Eira, even if we can't always see it. When it rains, the stormwater travels through our pipes and canals along the Elster Creek or Gardiners Creek catchments before eventually emptying into Port Phillip Bay. As this water flows downstream, it can carry pollution and litter that harms marine habitats and reduces the health and amenity of the Bay. Upstream, in Caulfield Park Lake, we see how healthy urban vegetation and clean waterways support land-based and aquatic biodiversity.

We will continue implementing an IWM approach at Glen Eira. We will focus on improving the health of our waterways, and downstream environments such as Port Phillip Bay. With Glen Eira being entirely upstream of our main water bodies, we will continue to play a role in reducing the quantity of litter and pollution that flows from our municipality.

Strategic Objective 3.3: Council and community emissions are reduced

Goal 1: We embed climate change action in everything that we do

Goal 2: Our community is active and mobilised on climate action

Goal 3: Zero direct Council emissions by 2031

Goal 4: Accelerate net zero community emission progress by 2030

To protect our community from climate change, we need to tackle the problem at its source by reducing emissions from our operations, supporting our community to cut their emissions, and demonstrating leadership to other councils and communities across Australia.

The Victorian Energy Collaboration (VECO) enables us to source 100% of our electricity from renewable sources. We are transitioning our buildings and vehicles away from greenhouse-emitting

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gas, petrol and diesel and towards renewable electricity provided by VECO. We will continue to advance these programs through the life of this *Strategy*.

We will also continue to support our community to reduce their greenhouse impact, by providing them with the information, products and services that they need to make their homes, businesses, schools, transport and community organisations efficient, comfortable and powered by clean renewable energy. Building on the success of initiatives like the *Glen Eira Sustainability Champions* program, we will support community members to become climate leaders and inspire others both within and beyond Glen Eira to take climate action.

Strategic Objective 3.4: Waste to landfill is reduced

Goal 1: Our community increases their involvement and participation in the circular economy

Goal 2: We, and our community, increase material circularity and resource recovery

The circular economy holds immense potential to combat climate change by changing the way we design, produce, use and dispose of products. Similar to natural, closed-loop systems, a circular economy is one in which waste is designed out from the beginning and materials can be endlessly reused, remaining at their highest possible value for as long as possible.

Circularity is achieved by:

- eliminating waste and pollution
- circulating products and materials at their highest value for as long as possible
- regenerating nature.

For example, in landfill, food organics and garden organics (FOGO) generates methane, a particularly potent greenhouse gas. Instead, food scraps and garden waste can be recycled to create compost that can be used on farms and gardens. Diverting FOGO is one of the simplest ways our community can participate in the circular economy and help reduce emissions.

This is why the *Action Plan* commits to the continued investment in FOGO recycling and builds upon our initiatives to increase FOGO recycling and reduce waste to landfill.

With the adoption of the *Circular Economy Plan 2022–2026*, we made a commitment to work with the community in reusing materials and avoiding waste. As laid out in the *Plan*, we are supporting reuse through our programs, procurement, and advocacy, whilst working closely with residents, businesses, Traditional Owners, neighbouring councils, and State and Federal Governments to best foster our local circular economy.

Strategic Objective 3.5: The community is actively engaged in Caring for Country and the natural environment

The content for this objective is currently being addressed through collaboration with First Nations organisations

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OUR ACTION PLAN

The Strategy is supported by our four-year Action Plan, which sets out actions to be undertaken over its life to achieve identified goals and objectives. The actions are listed under relevant Council Strategic Objectives that address all climate-related actions and capture a wide range of specific actions, programs and projects Council will undertake over the four years. The actions are integrated into annual work plans right across Council to ensure climate change action is truly integrated into everything we do.

Updating the strategy and action plan

Our Action Plan will be updated annually (as required), to reflect changing needs and opportunities and respond to monitoring evaluation findings. A new, four-year Strategy and associated Action Plan will be developed in 2029.

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

Please note: Actions in white are ongoing from the current strategy, some have been adjusted to account for changes over the past four years. Those in green are new actions developed from consultation for the 2025-29 strategy refresh.

ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 1: Council-owned buildings and infrastructure are resilient and safe for our staff and community					
1.5.1 Implement Sustainable Building and Infrastructure Policy. Measure improvements and operational savings	<ul style="list-style-type: none"> • Implementation of Sustainable Building and Infrastructure Policy • Reporting of operational savings 	✓	✓	✓	✓
1.5.2 Conduct a climate change risk assessment of Council buildings and infrastructure	• Include climate risk hazard ratings for all our assets to produce a list of assets at high risk from climate			✓	✓
1.5.3 Drawing on climate change risk assessment findings, prioritise and implement upgrades through Council's Asset Management Plans	• Prioritisation of upgrades based on outcomes of risk assessment			✓	✓
1.5.4 Continue work with partners to implement the Elster Creek Flood Management Plan	• Ongoing implementation of Elster Creek Flood Management Plan	✓	✓	✓	✓
1.5.5 Apply best-practice approaches across Council infrastructure and planning to protect our community from climate impacts	<ul style="list-style-type: none"> • Implementation of <i>Urban Forest Strategy</i> • Address the urban heat island effect through planting trees, and strategies such as the creation of urban green spaces and community gardens. • Implementation of natural solutions such as wetlands and permeable pavements to manage stormwater. • The design and building of new assets, and the renovation of existing assets, maximises climate resilience and mitigates climate hazards • Investigate measures to insulate our community from climate impacts to community infrastructure (e.g. disruptions to transport and electricity distribution during heatwaves) and implement these where appropriate 	✓	✓	✓	✓

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ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 2: Our community is protected from the worst impacts of climate change					
1.5.6 Include climate change education into staff and councillor induction and training to support climate smart decision-making.	<ul style="list-style-type: none"> Continue mandatory training provided to Council staff who are in contact with our community, to provide them with the skills and knowledge to support at-risk community members to prepare for and respond to climate impacts. Integrate climate adaptation and our climate emergency response into Councillor induction. 	✓	✓	✓	✓
1.5.7 Understand local population segments who are vulnerable/ exposed to climate change risks, their needs and barriers to action	<ul style="list-style-type: none"> Conduct Climate Vulnerability Assessment, including climate data, future climate projections, and local geography, demographics and individuals and sectors of our community under greater climate risk (e.g. geographic and demographic communities whose homes are most likely to be impacted by extreme heat, and least able to afford cooling systems) Identification of the needs / barriers that impact Glen Eira residents to prepare for or adapt to climate change (e.g. infrastructure, housing, access to finance, council and community services) and actions for Council to respond Apply inclusive / intersectional approach to at risk communities and identify their needs, and barriers faced when taking action to prepare, respond and recover from climate impacts. 	✓	✓		
1.5.8 Engage and educate residents and business owners to empower them to take action to prepare for, respond to and recover from climate impacts	<ul style="list-style-type: none"> Targeted engagement of at-risk community members Develop the capacity of community leaders to support their communities to prepare for, respond to and recover from climate impacts Engagement with businesses to build their knowledge of climate impacts and the actions they can take to protect themselves. Inform residents how they can make their homes resilient to climate impacts, and support them to make these changes through access to our programs (e.g. <i>Solar Savers</i>) and information on funding and support provided by other levels of government. 	✓	✓	✓	✓
1.5.9 Continue to support local health and community service providers, to support the community vulnerable to extreme weather events	<ul style="list-style-type: none"> Support local networks of health and community service providers Conduct programs for health and community service providers to enable community support during and after extreme weather events and other climate impacts (e.g. capacity development or delivery of community resilience projects). 	✓	✓	✓	✓
1.5.10 Protect our community from the public health impacts of climate change	<ul style="list-style-type: none"> Research new and upcoming public health impacts of climate change (e.g. vector-borne diseases, poor air quality) Incorporate knowledge and recommendations from research into Council programs and services 	✓	✓	✓	✓
1.5.11 Support our community during and after climate-induced events	<ul style="list-style-type: none"> Engagement with emergency response agencies and organisations involved in emergency management, and explore our community's needs can be incorporated into emergency management arrangements (e.g. Municipal Emergency Management Plan) Build and strengthen family violence prevention and responses in Council's emergency recovery planning Support residents, businesses and organisations to access adaptation-related funding and programs. 	✓	✓	✓	✓

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	<ul style="list-style-type: none"> Evaluate the potential for Council and community facilities as refuges for at-risk community members during climate-related emergencies (e.g. heatwaves, air pollution caused by bushfire smoke) and promote suitable facilities when needed. 				
1.5.12 Strengthen Council's understanding and delivery of best practice in climate adaptation	<ul style="list-style-type: none"> Develop, implement and report on a monitoring, evaluation, reporting and improvement (MERI) plan Identification of learnings from climate adaptation initiatives conducted by other councils, and government and non-government organisations. 	✓	✓	✓	✓

Strategic Objective 3.1: Our urban greenery and biodiversity are enhanced

ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 1: We continue to grow, maintain and protect our urban forest					
3.1.1 Implement Urban Forest Strategy to maximise greening on public land, to cool the city, and increase biodiversity, ensuring locals reap the health and wellbeing benefits of nature.	<ul style="list-style-type: none"> Five-year review of the Urban Forest Strategy Update the Urban Forest Strategy and related Council activities where necessary based on the outcomes of the review 	✓	✓	✓	✓
3.1.2 Through implementation of the Urban Forest Strategy, ensure the Planning Policy helps protect established trees and significant vegetation, encouraging additional planting on private property	<ul style="list-style-type: none"> Review of strategic and statutory planning processes to ensure they effectively protect and promote biodiversity and urban greening Update strategic and statutory planning processes are updated based on the findings of the review. 	✓	✓	✓	✓
3.1.3 Plant appropriate trees and vegetation on our land	<ul style="list-style-type: none"> Plant new trees, midstory and understory vegetation are planted on our land Replace existing trees and vegetation at the end of their useful life Select new trees and vegetation from climatically appropriate/resilient species. 	✓	✓	✓	✓
3.1.4 Ensure our plans, policies and strategies make a positive contribution to urban greening	<ul style="list-style-type: none"> Consider urban greening during the updates, review and implementation of all Council plans and strategies 		✓	✓	✓
3.1.5 Collaborate with our community to generate positive action that protects existing trees and vegetation, and contributes to urban greening on private land	<ul style="list-style-type: none"> Delivery of ongoing education campaigns Establish a Gardens for Wildlife program to encourage residents to create biodiverse backyards Develop and promote further guidance around nature strip gardens to inspire residents to add greenery to Glen Eira's streets. 	✓	✓	✓	✓
3.1.6 Prioritise the protection and enhancement of significant biodiversity values during the design and management of our open space	<ul style="list-style-type: none"> Identify parks and reserves with significant biodiversity values (e.g. biodiversity hotspots, or biodiversity corridors where species require food, habitat or shelter) Prepare management plans for these parks and reserves, detailing actions that need to be taken to protect and enhance biodiversity values (e.g. utilising specific shrubs or grasses to provide food, habitat or shelter for significant species) Embed biodiversity actions into our park master plans. 	✓	✓	✓	✓

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ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 2: We maintain, improve and protect Glen Eira's biodiversity					
3.1.7 Improve our understanding of Glen Eira's biodiversity	<ul style="list-style-type: none"> • Conduct surveys conducted of flora, fauna and other significant organisms (e.g. fungi) in Glen Eira. • Identify locations in Glen Eira where actions will have the maximum impact on local and regional biodiversity. • Commission research to investigate impacts of climate change on Glen Eira's biodiversity plan and actions taken in response. 	✓	✓	✓	✓
3.1.8 Identify, maintain, improve and protect biodiversity on our land	<ul style="list-style-type: none"> • Prepare management plans for locations with high biodiversity significance • Increase local biodiversity through targeted planting or other environmental works on our land • Collaboration with other councils, levels of government and our community to promote and protect biodiversity. 	✓	✓	✓	✓
3.1.9 Engage with our community to enhance and protect Glen Eira's biodiversity	<ul style="list-style-type: none"> • Use our communications and engagement channels to educate our community about biodiversity • Delivery of community engagement programs that generate action to protect and promote biodiversity. • Ensure that biodiversity planning, delivery and engagement is inclusive of Glen Eira's diverse community. 	✓	✓	✓	✓

Strategic Objective 3.2: Our air and waterways are healthy

ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 1: We engage, support and empower our community to improve air quality					
3.2.1 Raise community awareness and involvement in air quality issues	<ul style="list-style-type: none"> • Delivery of communications and engagement to a broad range of residents to raise awareness on air quality issues • Promote alternative technologies and solutions to improve air pollution (e.g. electric heat pumps, zero-emissions vehicles etc.) • Communicate Council's actions to improve air quality • Citizen science programs identified and promoted • Promote alternative solutions that minimise air pollution (e.g. electric heat pumps, zero-emissions vehicles, active travel). 	✓	✓	✓	✓

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Goal 2: We work with and advocate to other levels of government to understand the sources of pollution and improve air quality					
3.2.2 Collaborate with governments and agencies to understand and improve air quality issues	<ul style="list-style-type: none"> • Collaboration with EPA to generate and share air quality education materials • Share our resources to ensure air quality information is available to our community • Collaboration with EPA to explore opportunities for real-time air quality monitoring stations in Glen Eira 	✓	✓	✓	✓
3.2.3 Commission research into impacts of air quality in Glen Eira, and actions we can take to address them	<ul style="list-style-type: none"> • Commission a study into sources of air pollution • Make recommendations on actions that can be taken to improve air quality in Glen Eira 	✓	✓		
3.2.4 Advocate to other levels of government to improve air quality	<ul style="list-style-type: none"> • Continue to advocate for greater action on wood heaters, and to support policies that promote cleaner heating alternatives • Advocate to State and Federal Governments to implement relevant recommendations from air quality study (see Action 3.2.3). 	✓	✓	✓	✓
Goal 3: We protect our aquatic ecosystems and habitats					
3.2.5 Build our understanding and that of the regarding threats to aquatic ecosystems and waterways	<ul style="list-style-type: none"> • Establish a water-quality monitoring program to track pollutants including litter and nutrient levels • Establish improved biodiversity indicators in aquatic habitats (e.g. species counts, habitat condition assessments) • Implement a monitoring program to determine the prevalence and types of litter within the Elster Creek Catchment • Promote citizen science programs to our community, and allow them to inform water management 	✓	✓	✓	✓
3.2.6 Address the impact that actions can have on human health and regional waterways (e.g. by preventing aquatic pollution into Port Phillip Bay)	<ul style="list-style-type: none"> • Implement programs to collect litter and prevent it from washing into waterways • Investigation of existing litter management practices, including bin placement, at pollution and litter hotspots to identify opportunities to reduce litter entering waterways • Educate and support businesses to reduce the generation of litter and other pollution. 	✓	✓	✓	✓
Goal 4: We engage, support and empower our community to protect our waterways					
3.2.7 Deliver communication and engagement programs to raise awareness about aquatic ecosystems and inspire community-led action to protect and care for local waterways	<ul style="list-style-type: none"> • Incorporate water-related articles and messaging into our communications • Delivery of engagement to a broad range of audiences 	✓	✓	✓	✓
3.2.8 Engage with communities to encourage their connection to local catchments and waterways	<ul style="list-style-type: none"> • Development and delivery of communications that highlight the identity of our local waterways, and the importance of protecting them • Targeted engagement of communities near waterways that are identified as having high natural or cultural significance. 				

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ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 5: We embed integrated water management (IWM) in our planning and operations					
3.2.9 Refresh the Glen Eira Integrated Water Management Action Plan	<ul style="list-style-type: none"> Refresh and present Glen Eira's new Integrated Water Management Action Plan for Council for endorsement 		✓		
3.2.10 As per our IWM commitments, we continue to build our capacity to embed IWM into our planning and operations	<ul style="list-style-type: none"> Deliver IWM training to our business units whose work can positively or negatively impact water quality Incorporation of IWM and water sensitive urban design (WSUD) into relevant capital works and infrastructure projects 	✓	✓	✓	✓
3.2.11 Review and amend strategic and statutory planning processes to ensure they are effective at protecting our waterways	<ul style="list-style-type: none"> Review conduct of planning processes Effectively enforce planning decisions and commitments to prevent water pollution and other impacts on our waterways Reinforce planning processes with new learning and best practices 	✓	✓	✓	✓

Strategic Objective 3.3: Council and community emissions are reduced

ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 1: We embed climate change action in everything that we do					
3.3.1 Update our Procurement Policy and system to address climate change impacts from Council and contractors.	<ul style="list-style-type: none"> Procurement embeds emissions standards, requiring suppliers and contractors to deliver low emission practices and products. All projects consider ways to purchase goods and services that result in improved social, economic and environmental outcomes. Report on the impact as part of quarterly reporting 	✓	✓	✓	✓
3.3.2 Update our project planning and reporting templates to ensure climate and sustainability impacts are reported, positive impacts improved, and negative impacts minimised	<ul style="list-style-type: none"> We tracks emissions with annual public reports on reduction progress. 	✓	✓	✓	✓
3.3.3 Update our Investment Policy to increase financial investments with non-fossil fuel financial institutions.	<ul style="list-style-type: none"> Ensure our investments are environmentally responsible, with funds redirected from fossil fuels to sustainable sources. Inform/support staff to choose sustainable options for work-related investments (eg vehicle leases and superannuation) 	✓	✓	✓	✓
3.3.4 Collaborate with universities and communities to drive sustainable energy innovation.	<ul style="list-style-type: none"> Partner with universities and community organisations to identify key research priorities in advancing sustainable energy technologies. 	✓	✓	✓	✓
3.3.5 Demonstrate leadership to other councils and levels of government by sharing our climate/sustainability practices and achievements	<ul style="list-style-type: none"> Proactive sharing of our achievements and learnings through networks and forums utilised by other councils and levels of government (e.g. EAGA, conference presentations). 	✓	✓	✓	✓

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3.3.6 Act as a trusted source of climate information	<ul style="list-style-type: none"> • We provide accurate, accessible information on electrification, renewable energy and local opportunities through targeted online/traditional media campaigns. • Target messaging to specific segments (e.g. strata, renters, small businesses) that can have the biggest impact in reducing overall community emissions. 	✓	✓	✓	✓
3.3.7 Engage and inspire our community by embedding best-practice climate and sustainability approaches across our operations and actively communicating these actions and achievements	<ul style="list-style-type: none"> • Communications and engagement highlight links between our services and climate action (e.g. GESAC electrification) to the community • Rollout of a communications campaign to share the actions that we are taking with our community and other stakeholders. 				

ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 2: Our community is active and mobilised on climate action					
3.3.8 Support our community to raise their voice and mobilise in support of climate action	<ul style="list-style-type: none"> • Expand the Sustainability Champions program to include a youth equivalent • Recognise climate action through community and business awards • Work with local sustainability leaders to build a shared sense of climate responsibility. 	✓	✓	✓	✓
3.3.9 Make it easier for residents, businesses and organisations to access climate change-related rebates, incentives and programs delivered by other levels of government	<ul style="list-style-type: none"> • Continue to improve net zero pathways and connect residents to government rebates/subsidies in easy-to-access programs. • Explore possibilities of providing small financial incentives to encourage residents towards other sustainable approaches. • Facilitate businesses to participate in the circular economy through training and connecting them to grants and other incentives from other levels of government • Support local businesses with targeted climate-focused events and programs. 	✓	✓	✓	✓
3.3.10 Use <i>Community Grants</i> program to support local groups to implement sustainability projects in Glen Eira	<ul style="list-style-type: none"> • Promote <i>Community Grants</i> program to our community, and to local organisations who wish to fund sustainability projects. 	✓	✓	✓	✓
Goal 3: Achieve zero direct emissions by 2031					
3.3.11 Continue to roll-out energy efficiency measures across all our buildings, prioritising higher emissions buildings	<ul style="list-style-type: none"> • Energy efficiency improves, and emissions decrease in our buildings through targeted upgrades and system optimisation. 	✓	✓	✓	✓
3.3.12 Continue to install solar and where feasible, solar batteries on our buildings and infrastructure	<ul style="list-style-type: none"> • Continued installation of PV systems on our buildings and infrastructure.. • Investigate suitable sites to install solar batteries for our use. 	✓	✓	✓	✓
3.3.13 Continue to improve the efficiency of all public lighting through upgrades and smart dimming	<ul style="list-style-type: none"> • Achieve improved energy efficiency and reduced emissions through upgraded public lighting and integrated smart dimming technology. 	✓	✓	✓	✓

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3.3.14 Continue to implement our <i>Sustainable Transport</i> program, to deliver a zero emissions fleet and encourage staff to walk, cycle and use public transport	<ul style="list-style-type: none"> • Reduce our workforce travel emissions by supporting staff to transition to sustainable transport options, including public and active transport. 	✓	✓	✓	✓
3.3.15 Transition our buildings off gas by replacing systems with all-electric alternatives	<ul style="list-style-type: none"> • Transition GESAC from gas to 100% renewable electricity • Progressively transition all our other buildings off gas 	✓	✓	✓	✓
3.3.16 Design new and upgrade existing assets to minimise embodied and operational carbon through design solutions that reduce the amount and carbon intensity of materials, passive and energy efficient design and renewable energy.	<ul style="list-style-type: none"> • All new Council buildings (and significant retrofits) meet or exceed best-practice energy efficiency standards (e.g. Green Star) 	✓	✓	✓	✓
Goal 4: Accelerate net-zero community emission progress by 2030					
3.3.17 Create and promote a net zero, fossil fuel-free pathway for each segment of our community, and connect to programs and incentives offered by other levels of government	<ul style="list-style-type: none"> • Clearly identify key pathways to achieving net zero community, with the roles of Council, the community, businesses, and other levels of government articulated and publicly communicated. • The community can take meaningful climate action, supported by clear pathways and accessible resources. 	✓	✓	✓	✓
3.3.18 Focus Council's investment in delivering programs and services for community sectors with the least capacity to reduce emissions independently	<ul style="list-style-type: none"> • Focus direct investment on those with the least financial capacity to take climate action (e.g. social housing, low-income households and small businesses) • Advocate support for apartments, low-income and rental households • Advocate to other levels of government for inclusive electrification policies 	✓	✓	✓	✓
3.3.19 Investigate opportunities to encourage and incentivise the development of sustainable and zero emissions buildings	<ul style="list-style-type: none"> • Provide education to all residents to improve the thermal efficiency of dwellings with insulation, external blinds, sealing windows and doors, etc. • Investigate opportunities to embed innovation in our buildings and facilities (e.g. solar car parks, community batteries and virtual energy networks) and integrate into our building infrastructure wherever possible 	✓	✓	✓	✓
3.2.20 Implement the Integrated Transport Strategy to prioritise walking, cycling and public transport trips, and support the uptake of electric vehicles	<ul style="list-style-type: none"> • Ongoing implementation of our <i>Integrated Transport Strategy</i> including infrastructure improvements, advocacy and behaviour-change programs. 	✓	✓	✓	✓
3.3.21 Facilitate the installation of public charging stations in appropriate off-street locations	<ul style="list-style-type: none"> • Identification of potential charging locations • Advertising of tender for providers to install EV chargers at identified locations 	✓	✓	✓	✓
3.3.22 Through implementation of the Integrated Transport Strategy, improve infrastructure to facilitate community uptake of walking and bike riding	<ul style="list-style-type: none"> • Deliver infrastructure projects to improve the safety of people riding bikes and walking in Glen Eira in alignment with our Capital Works Program including safety improvements to the Frankston Rail Trail and through the Better Streets, Better Places program. • Deliver safety improvements around schools in Glen Eira to encourage families to choose active travel options • Advocate to the Victorian Government for improved bus, train and tram services for our community including service frequency and reliability and better infrastructure to improve accessibility. 	✓	✓	✓	✓

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3.3.23 Through education, planning mechanisms and other initiatives, encourage the uptake of electric vehicles and active travel	<ul style="list-style-type: none"> • Delivery of community events and programs to educate our community about EVs and active travel including working with local schools and community groups. • Require developers to provide EV charging infrastructure and bike parking. 	✓	✓	✓	✓
3.3.24 Investigate methods for measuring and tracking community emissions in Glen Eira	<ul style="list-style-type: none"> • Engagement with energy providers and organisations with climate change expertise, to investigate methods of sourcing data on sources of community emissions (e.g. electricity, gas, vehicles, wood fired heaters) • Publish data on community emissions and their sources, once these are sourced and verified. 	✓	✓	✓	✓
3.3.25 Develop specific measures and targets to guide and measure Glen Eira's progress in reducing community emissions, based on the emissions reduction pathway (see action 3.3.17)	<ul style="list-style-type: none"> • Develop measures/targets for community segments, emissions sources and/or types of action based on the Emissions Reduction Pathway • Communicate measures/targets to the community • Collect data and regularly reported on each measure/target. 	✓	✓		
3.3.26 Support community led initiatives to reduce emissions	<ul style="list-style-type: none"> • Investigate community led initiatives and support where appropriate (e.g. investigate Community Power Purchase agreements). 	✓	✓	✓	✓

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Strategic Objective 3.4: Waste to landfill is reduced

ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
Goal 1: Our community increases their involvement and participation in the circular economy					
3.4.1 Empower our community to become active members of the circular economy	<ul style="list-style-type: none"> • Support community programs that keep good condition items in circulation such as repair cafes and resource recovery shops. • Continue to build our communication and engagement to increase community awareness of the circular economy. 	✓	✓	✓	✓
Goal 2: Increase Council and community material circularity and resource recovery					
3.4.2 Lead the circular economy transition by example and use our purchasing power to stimulate the circular economy	<ul style="list-style-type: none"> • Refresh the Glen Eira <i>Circular Economy Plan</i>. • Embed circular economy principles into our procurement processes and supply chains. 	✓	✓	✓	✓
3.4.3 Build on our previous work to divert food organics and garden organics (FOGO) from landfill	<ul style="list-style-type: none"> • Continue to invest in education and behaviour change programs to support food organics and garden organics (FOGO) uptake and keep contamination low • Investigate feasibility of introducing new FOGO services for small to medium enterprises (SMEs) and multi-unit dwellings (MUDs) without our current waste service. 	✓	✓	✓	✓
3.4.4 Develop pathways to improve waste reduction / waste diversion in small to medium enterprises (SMEs) and large multi-unit dwellings (MUDs)	<ul style="list-style-type: none"> • Develop and trial new waste services for small to medium enterprises (SMEs) and large multi-unit dwellings (MUDs). • Review and update our approach to waste management plans to increase equitable and easy access to all waste streams. 	✓	✓	✓	✓
3.4.5 Support community to improve material circularity in bulky waste streams	<ul style="list-style-type: none"> • Develop and trial new services that keep items in good condition in circulation. 	✓	✓	✓	✓
3.4.6 Advocate to other levels of government to support our and the community's transition to a circular economy	<ul style="list-style-type: none"> • Advocate to the Victorian Government to improve waste diversion and transparency in the commercial waste sector. • Advocate to the Victorian and Australian Governments to expand product stewardship schemes including the Container Deposit Scheme (CDS) Victoria. 	✓	✓	✓	✓

Strategic Objective 3.5: The community is actively engaged in Caring for Country and the natural environment

ACTION	MEASURES	2025/26	2026/27	2027/28	2028/29
The actions for this objective are currently being addressed through collaboration with First Nations organisations					

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PLAN APPENDICES

Engaging our community on climate action and sustainability

Nearly **1,600 Glen Eira residents** — from children to older adults, local businesses, and community groups — shared their hopes and priorities through *Our Place, Our Plan*, a four-phase engagement shaping our city’s future.

These conversations directly informed our four-year plans, including the **Climate Emergency Response Strategy**, with strong community support for environmental stewardship.

The following insights reflect the community’s aspirations for climate action, gathered through our Community Vision check-in, broad engagement activities, and our Community Priorities Panel.

Community Vision engagement findings (August 2024)

While 88 per cent of respondents agreed that the Community Vision developed in 2021 still reflects their aspirations, many also identified areas they felt were missing — particularly around climate emergency, green spaces, and biodiversity, which emerged as the most common theme.

More specifically community feedback revealed strong aspirations for a greener, climate-ready Glen Eira as the top theme that was missing in the community’s visions including:



Calls for **stronger** efforts to reduce emissions—particularly from domestic sources — and transition infrastructure and the local economy to net zero.



Strong requests for more green spaces and biodiversity including more trees, greener streets, and revitalised public spaces through native and indigenous plantings.



Requests for advocacy for sustainable development including ecologically sustainable planning, asset renewal, pollution reduction, and greater public awareness of climate issues.

Broad engagement results (February to March 2025)

What matters most to our community

The



Top priority: Parks, gardens, playgrounds, and open spaces.



Why it matters: Green spaces help people feel more connected to their neighbourhoods.






Community wants: More trees, greener spaces, and investment in nature.

communities view on how Councils should take action on climate change





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The community's priority themes and suggestions for climate action from open ended survey questions

Priority themes	Community suggestions
Education and awareness are the foundation for climate action 	<ul style="list-style-type: none"> • Focus on children and youth. • Educate on tree canopy, biodiversity, sustainable transport, energy use, recycling, waste reduction, littering, circular economy, and household emissions • Use signage, media, and events to spark action. • Share success stories and communications to inspire action.
Support transition to energy efficiency and renewable energy that extends to buildings, businesses and homes 	<ul style="list-style-type: none"> • Incentives for solar panels, batteries, and electrification (with rebates or bulk-buy programs). • Advocate for higher building and energy-efficient standards and upgrades (e.g. insulation, passive design). • Support community batteries and microgrids. • Simplify planning processes for upgrades and retrofits.
Improve sustainable urban planning and green spaces 	<ul style="list-style-type: none"> • Preserve and increase tree canopy • Promote urban forests, biodiversity, community gardens, micro parks, urban agriculture, indigenous plantings, nature strip planting and living lawns. • Require green infrastructure in new developments • Encourage tree planting on private property • Encourage community involvement in planting and caring for green spaces.
Support active and sustainable transport by reducing car dependence and promoting active transport	<ul style="list-style-type: none"> • Improve safety and design of bike lanes, footpaths, pedestrian connectivity and public transport access. • Provide electric vehicle (EV) charging stations, community buses, and e-share cars. • Advocate for public transport improvements and incentives.

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	<ul style="list-style-type: none"> Design walkable communities with accessible services.
<p>Improve waste management and the circular economy through education and services especially in dense housing areas</p> 	<ul style="list-style-type: none"> Expand recycling options (e.g. soft plastics, e-waste). Provide communal composting and green waste bins for apartments. Enforce correct bin use and provide clear guides. Support composting, repair cafes, and reuse initiatives. Ban or restrict single-use plastics and promote circular economy.
<p>Collaborate and empower the community</p> 	<ul style="list-style-type: none"> Support local environmental groups, citizen-led initiatives, schools and environmental champions. Work with local experts, community groups, and businesses. Host inclusive events, forums, and working groups. Offer grants, discounts, and recognition for sustainable actions. Celebrate achievements and local action through events.
<p>Lead by example and advocate for broader change</p> 	<ul style="list-style-type: none"> Council to use clean energy, electric vehicles, and sustainable practices in operations. Install solar panels and improve waste systems in Council buildings. Collaborate with other councils and governments. Focus on practical, community-aligned initiatives with transparency.

Community Priority Panel's recommendations (April 2025)

In considering the Council Plan priority theme on environmental stewardship, the Panel made the following recommendations.

Panel's priorities	Panel's recommendations	Panel consensus %
Reduce waste at the community level	<ul style="list-style-type: none"> Introduce a 'library of things' Provide communal green bins for those that cannot fit in a green bin in their properties. Provide sustainable community activities such as clothes-swaps, repair cafes, community gardens, information sessions on pro-active sustainability. Work with food businesses to introduce a reusable take-away scheme. 	90%
Lobby with other councils for community energy solutions	Work with other councils and lobby state government and energy providers to update the network for a community-based battery/micro-grid.	<ul style="list-style-type: none"> 86%

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Prioritise trees and biodiversity in kerbside and parking policies	<ul style="list-style-type: none"> Develop a kerbside and parking policy that incorporates increased tree canopy and layers to increase biodiversity. 	86%
Explore shared mobility and electric vehicle infrastructure in street design	<ul style="list-style-type: none"> Explore shared mobility opportunities and EV infrastructure partnerships for inclusion in street redevelopment plans. Prioritise canopy coverage, shared mobility scheme access and EV charging provision over retention of car parking spaces. 	84%
Create a physical sustainability hub to discuss sustainability options	<ul style="list-style-type: none"> Provide a 'sustainability-hub' facilitating face-to-face opportunities to discuss sustainability options, services, and questions. 	80%
Implement EV charging in all Council car parks by 2029	<ul style="list-style-type: none"> Provide incremental changes for EV infrastructure in Council car parks over four years. 	78%
Continue to promote active transport	<ul style="list-style-type: none"> Explore shared micromobility schemes. Prioritise accessible pedestrian access from public transport. Provide well maintained walkways. Advocate for a flexi-bus or similar. Promote share car schemes. 	Left off poll but strongly supported.

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Integrated planning processes

Our place-based approach to engagement

Our City is made up of many communities, each with its own strengths, challenges and priorities. That's why we take a place-based approach in our planning. This means engaging with people locally, understanding the unique character of each neighbourhood, and delivering solutions that reflect community needs on the ground.

This approach is essential for ensuring that our work is inclusive, meaningful and effective across all parts of Glen Eira.

Planning approach

Our planning is built on meaningful engagement with our community. Over a 12-month period, we delivered our largest ever conversation with the Glen Eira community through a dedicated engagement program called *Our Place, Our Plan*.

This integrated, multi-phased program invited residents, stakeholders and partners to help shape the future of our City. It was delivered across the consult and collaborate levels of the IAP2 Public Participation Spectrum, using a place-based lens to ensure local voices were heard in local contexts.

We connected with the community through a wide range of activities — both online and face-to-face — including pop-ups, drop-in sessions, focus groups, intercept surveys, interviews and stakeholder workshops. The engagement was designed to reach people across all Glen Eira suburbs and demographic groups, with targeted efforts to involve children and young people, people with disability, multicultural communities and other underrepresented groups.

A key component of this process was the establishment of a representative Community Priorities Panel — a deliberative citizen panel of 39 residents who worked together to provide us with informed recommendations on the priorities that matter most.

Each phase of engagement gathered insights on community values, needs and aspirations — helping us understand what outcomes people want to see over the next four years. These insights directly informed the development of *Our Council Plan* — shaping Glen Eira together and highlighting strategic priorities.

Reports from all engagement phases are available at haveyoursaygleneira.com.au/OPOP

Monitoring and reporting

An annual *Climate Emergency Response Strategy Report* will be published to track and share our progress with the Glen Eira community and partners.

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Legislation that supports this Strategy

Local Government Act 2020: This *Act* requires councils to follow the *Planning and Environment Act 1987* while performing a function or duty or exercising a power under this *Act*. The *Local Government Act 2020* also strengthens the mandate for councils to act on climate change, by reinforcing the role of a council in providing good governance for the benefit and wellbeing of its community. “Councils are required to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.”

For more details, visit www.legislation.vic.gov.au/as-made/acts/local-government-act-2020

Climate Action Act 2017: This *Act* sets a target of net zero emissions by 2045 for the State Government. It gives a clear signal to all sectors of the Victorian economy to reduce emissions. The *Act* also requires sector pledges to reduce emissions from local councils to meet those targets.

For more details, visit <https://www.legislation.vic.gov.au/in-force/acts/climate-change-act-2017/011>

Environment Protection Act 2017: This *Act* places a General Environmental Duty (GED) on councils, requiring them to take all reasonably practicable steps to prevent harm to human health and the environment from pollution and waste. This duty applies to the management of council assets, services, and operations, including waste, stormwater, contaminated land, and construction activities.

For more details, visit <https://www.legislation.vic.gov.au/in-force/acts/environment-protection-act-2017/005>

Flora and Fauna Guarantee Act 1988: This *Act* was introduced “to guarantee that all taxa of Victoria’s flora and fauna, other than taxa specified in the Excluded List, can persist and improve in the wild and retain their capacity to adapt to environmental change.”

For more details, visit <https://www.legislation.vic.gov.au/in-force/acts/flora-and-fauna-guarantee-act-1988/049>

Environmental Protection and Biodiversity Conservation Act 1999: This *Act* provides a legal framework to protect and manage unique plants, animals, habitats and places, including creating and updating lists of nationally threatened species, listed ecological communities and significant migratory species.

For more details, visit <https://www.dcceew.gov.au/environment/epbc>

Gender Equality Act 2020: This *Act* requires councils to embed gender equality, diversity, and inclusion considerations into their policies, programs, and services. It strengthens the requirement for councils to advance gender equality through their strategic planning, decision-making, and leadership. We are committed to embedding an intersectional gender lens across this *Climate Emergency Response Strategy*, consistent with its obligations under the *Gender Equality Act 2020* and its broader commitment to social justice, equity, and human rights.

For more details, visit <https://www.legislation.vic.gov.au/as-made/acts/gender-equality-act-2020>

OFFICIAL**Definitions / abbreviations**

Adaptation: Imagine you're on a ship that's sinking because of a leak. If you want to stay afloat, you've got to act. You grab a bucket and pour water out as it gushes through the hole. This response is adaptation — addressing the effect (the water in the boat), but not the cause of the problem (the hole). The Intergovernmental Panel on Climate Change (IPCC) defines adaptation as “the process of adjustment to actual or expected climate and its effects.” It's doing what we can to live with and minimise the destruction and suffering from climate change.

Carbon emissions: Greenhouse gas emissions released by the process of consuming fossil fuels and the production of materials. These include a range of different gases, such as carbon dioxide and methane, and 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)

Carbon neutrality: Carbon neutrality is achieved when the net greenhouse gas emissions associated with an organisation's activities, products, services and events are equal to zero.

Circular economy: A system in which all resources are highly valued and remain in the system through re-use, re-purposing and recycling.

Citizen science: The practice of public participation and collaboration in scientific research to increase scientific knowledge.

Climate change: Climate change refers to a change in the state of the climate that can be identified (e.g. by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer.

Climate emergency: The catastrophic changes to the climate brought about by human activity that pose a dangerous threat to all life on the planet.

Drawdown: The removal of excess greenhouse gases from the atmosphere with the aim of restoring a safe climate.

Emissions: Shorthand for carbon emissions (see entry on carbon emissions).

Emissions reduction: Also known as mitigation (see glossary entry on mitigation below).

Fossil fuels: Any of a class of hydrocarbon-containing materials of biological origin occurring within Earth's crust that can be used as a source of energy (e.g. coal and oil).

Greenhouse gases (GHGs): There are six GHGs which are considered to be key contributors to global warming. These are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF₆). Carbon dioxide is considered the most significant GHG due to its increasing prevalence within the atmosphere.

(Climate change) Impacts: These are the subsequent consequences, or effects on natural and human systems from climate change.

Mitigation (emissions reduction): Imagine you're on a ship that's sinking because of a leak. Sealing the leak to stop more water coming in is mitigation. In other words, it's addressing the root cause of the problem rather than dealing with its effects. The IPCC describes mitigation as “human intervention to reduce the sources or enhance the sinks of greenhouse gases”.

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Net zero emissions: Also referred to as ‘zero carbon’, this is the process of achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere.

Net zero pathway: A process that an organisation or community will take to reduce and offset its carbon emissions in order to reach net zero emissions or carbon neutrality. A net zero pathway will often be unique to each organisation and community and is determined by rigorous assessment of their operating context.

Renewable energy (also called ‘clean energy’): comes from natural sources or processes that are constantly replenished such as solar, wind and water (hydro).

Resilience: the capacity of individuals, institutions, businesses, communities and systems to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience.

Safe climate: Refers to the enjoyment of a safe, clean, healthy and sustainable environment accessible by all global citizens.

Sharing economy: a peer-to-peer based mechanism for acquiring, providing, or sharing access to goods and services. Examples include toy libraries, online buy-swap-sell platforms and community gardens.

Stationary energy: the energy we use to power our buildings and infrastructure — electricity, mains gas and LPG bottled gas.

(Climate) Vulnerability: Propensity or predisposition to be adversely affected. Vulnerability encompasses a variety of concepts and elements including sensitivity or susceptibility to harm and lack of capacity to cope and adapt.



GLEN EIRA
CITY COUNCIL

GLEN EIRA CITY COUNCIL

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Online: <https://internet-relay.nrsccall.gov.au>
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Social media

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www.facebook.com/GlenEiraCityCouncil

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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
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Glen Eira Libraries and Learning Centres:
www.facebook.com/GlenEiraLibraries
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Glen Eira Sustainable Living:
www.facebook.com/sustainablelivinggleneira

Glen Eira Youth Services:
www.facebook.com/GlenEiraYouthServices
www.instagram.com/gleneirayouthservices

10.2 INVESTIGATION INTO POTENTIAL USE OF PRIVATELY OWNED LAND FOR TEMPORARY OPEN SPACE

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Trim No: *25/1265128*

Attachments: *Nil*

EXECUTIVE SUMMARY

Glen Eira has the lowest amount of open space per capita within any Victorian municipality and Council continues to seek to balance the needs of all community users while providing high-quality spaces. Council is also committed to being innovative in identifying opportunities to create and improve open space.

Following a recent suggestion from Council, officers have undertaken a preliminary assessment of an idea that temporary open space could be created from privately owned vacant land to enhance open space provision in identified gap areas. This report provides the information from that preliminary assessment as well as the key considerations that would need to be taken into account if Council was to undertake a more comprehensive evaluation of the idea, including:

- Mechanisms for identifying potential sites
- Options for identifying and contacting landowners
- Evaluation of site suitability
- Occupancy agreements and tenure
- Site establishment, improvement and maintenance costs
- Community perceptions

To inform the preliminary investigation, officers identified potential privately owned vacant land in the municipality. These sites have been overlaid with the open space gap areas identified in Council's Open Space Strategy Refresh 2020 (OSS). This desktop assessment has identified a limited number of sites that may have the potential to meet the land size and location requirements – predominantly in Caulfield North. Most other private vacant land identified in other locations don't align with the recommendations or requirements outlined in the OSS.

Based on the preliminary assessment of the potential scope, implications and benefits of the idea, there may be some merit however a more comprehensive evaluation is required. This would include consideration of the comparable risks and benefits of allocating resources to pursue this option over and above Council's efforts to secure and develop permanent open space in the municipality.

RECOMMENDATION

That Council:

1. Approves officers to undertake further detailed investigations into the merits of developing temporary open space on vacant privately owned sites; and
2. Requests officers prepare a report on the findings and recommendations of this investigation for a future Ordinary Council Meeting

BACKGROUND

Glen Eira has the lowest amount of open space per capita within any Victorian municipality. However, we have some of the best developed and maintained open spaces in metropolitan Melbourne. Council continues to seek to balance the needs of all community users while providing high-quality spaces. The OSS guides the future planning, provision, design, and management of public open space in Glen Eira. Over the last four years Council has invested approximately \$30 million in the acquisition of land for future public open space. The future development of this land into usable open space is a significant focus for Council, much of which is contingent on securing funding support from other levels of government. The development of this land and future acquisition of open space in key gap areas will help to secure improved open space provision in the medium to long term.

In the Council Plan 2021-2025 Council committed to being innovative in identifying opportunities to create access to open space owned and managed by others. To date there has been a focus on advocating for increased community access to open space owned and managed by other levels of government, such as public open space at the Caulfield Racecourse, managed by the Caulfield Racecourse Reserve Trust.

Ideas have also been progressed around closing roads to create pocket or pop-up parks in various locations with varying levels of support and success and advocacy to the Department of Education to investigate public use of school ovals.

A Councillor has suggested that there are a number of areas where there may be private vacant land which could be made available to temporarily fill open space gap areas in key areas across the municipality.

ISSUES AND DISCUSSION

Officers have identified a number of key considerations that Council would need to evaluate should it wish to progress this idea in a more comprehensive way.

These are outlined below:

1. Identification of potential sites

As a preliminary step, officers have undertaken a desktop review of vacant sites. It is important to note that this is not a comprehensive list of vacant private land in the municipality.

Notwithstanding this limitation, officers have identified approximately 567 properties within Glen Eira that are vacant.

Locality	Vacant residential /commercial sites
Bentleigh	77
Bentleigh East	155
Brighton East	1
Carnegie	33
Caulfield	26
Caulfield East	15
Caulfield North	58
Caulfield South	48
Elsternwick	20
Gardenvale	4
Glen Huntly	8
McKinnon	29
Murrumbeena	40

Ormond	22
St Kilda East	31
TOTAL	567

2. Identification of interested landowners

There are a range of mechanisms that could be investigated to identify if the owners of vacant land may be interested in a short-term occupancy arrangement with Council.

Use of Council's rates database

Under Privacy legislation Council is not authorised to use its rates database to identify land owners who own land outside of a company name for any purpose other than those prescribed (land owned in a company name is not protected by the Privacy legislation). That means land owners who are individuals could not be contacted by Council in relation to their vacant land for this purpose.

Expression of interest by Council

Council could conduct a broad or localised public expression of interest process calling for people with land that met the relevant criteria to contact Council if they were interested in the opportunity for Council to occupy their land for a period of time.

Engagement of a third party to source potential interest.

Council could engage a property agent or other third party to identify and contact the owners of potential sites to bring forward to Council for consideration

3. Evaluation of site suitability

Once a potential site is identified, a site inspection (including risk assessment) would need to be carried out to determine if the land is suitable for the suggested purpose. [Council's Open Space Strategy Refresh](#) lists a number of factors that need to be considered in making this assessment including:

- The condition of the land – including undertaking a condition survey and noting any hazards that would need fixing at Council's expense.
- Suitability of the land – whether it is located near to residential premises (noise/environmental issues) / shade and sunlight considerations.
- Planning matters such as indigenous or historical impacts, transportation links, building codes and access to infrastructure or other services.
- Existing open space in the area and any particular community needs
- Size and proportions of the site including the extent of the street frontage/s, ideally sites on a corner with two street frontages.

Planning Considerations

There are a number of planning considerations that would also form part of the suitability assessment. These include:

- Zoning and overlays that apply to the land and their impacts on proposed or potential uses.
- Restrictions on titles that may exist.

- Site contamination and remediation
- Existing or proposed applications for use and/or development on adjoining or abutting land.

Impact on surrounding properties

There would need to be consideration of the surrounding property owners. Creating a public park from a residential site may result in impacts from a noise and traffic perspective and would introduce changes that would need to be managed with the surrounding residents.

4. Occupancy Agreement and tenure

The most appropriate occupancy arrangement for such an arrangement would be a Licence Agreement. The Licence would need to consider whether Council would be responsible for the establishment costs for the landowner, or if the landowner will be responsible for their own legal/other costs. Consideration would need to be given to the 'payback' period of Council's tenure of the land. If the costs to establish and remediate the land for use were higher, Council may seek a longer occupancy which may impact on land-owner interest if they have plans for development in a shorter timeframe.

5. Site improvements and maintenance

Prior to making any vacant land available for the community Council may have to undertake works to rectify any defects and install infrastructure on the land. This would need to be included in any licence agreement if the works would provide any benefit to the landowner following Council's occupation. Council would also need to consider any costs associated with these improvements during the site assessment process.

If Council undertook works or improvements to the land, there would be an ongoing obligation on Council to maintain the land in accordance with Council's usual parks maintenance commitments/schedules. A program of maintenance/inspections would need to be developed, and the costs built into Council's budget for the licence term. Council's public liability insurance policy would apply to the land under licence.

6. Community feedback

While the local community may welcome additional open space, there is also the potential for polarised views on the proposal, therefore it would be advisable to engage the community about the idea to determine their views and any issues to be considered prior to a decision being made to pursue the proposal.

7. Community Use

Smaller sites with narrow street frontages and deep sides (fenced) may not prove appealing to users regardless of the temporary improvements undertaken. They are confined spaces where the sense of safety is reduced. Any efforts to pursue sites for temporary open should be directed to larger sites (more than one block) with generous street frontages to ensure that the space appeals to the public.

8. Costs and resourcing

This would be a new function for Council which would require resourcing to manage the program. Key tasks would include researching and locating suitable land, identifying and engaging with property owners and liaising with property, legal and technical advisors to assess the land, organise condition surveys and works and identify the types of permits that maybe required from planning and/or building.

A high-level estimate of potential costs to establish a site would be in the order of \$20,000 for legal and permit related matters. Funding would also need to be available to remediate any risks, establish a baseline park (grass, benches etc) or make improvements. Resources would also be needed to ensure a maintenance/inspection program is implemented. Our estimate of costs for this is between \$30-50,000 based on previous sites Council has acquired. These estimates would be dependent on the site conditions, location and purpose of the space and could be higher.

Having considered the information gathered during the preliminary investigation, officers have identified the following advantages and disadvantages.

On the positive side, this approach could temporarily increase the availability of open space in an area where there are gaps in provision and provide short term benefits to the community.

Additional open space has multiple benefits for the community from a health and wellbeing perspective, it provides space for connection, recreation and enjoyment. As our population grows, particularly in more densely populated areas adjacent to activity centres the demand for open space is high.

Providing temporary options could alleviate the pressure in these situations while Council continues to focus on the development of its own open space and potential acquisition of further open space in gap areas.

There are some key considerations that may limit the feasibility of the idea.

The most challenging aspect is the identification of private vacant land that would provide meaningful and usable spaces for the community. To provide real benefit the vacant land would need to be in an identified gap area, meet the criteria outlined in Council's OSS, be of a significant size (larger than a single residential site) to make a valuable contribution to the gap area in accordance with the dimensions and sizes identified in the OSS, have good street exposure and comply with all legal and risk-based requirements. Unless these criteria could be met, the open space may not meet community expectations, and the benefit may be limited.

Additionally, the proposal would require Council to divert resources and expenditure to identify potential sites and liaise with landowners, assess the suitability of the land and any risk associated with its use. Further resources would be required to develop the legal agreements and then manage and maintain the land.

There is also the need to evaluate the potential community reaction and perceptions of this approach given Council's financial sustainability situation and recent significant acquisition of significant land holdings for open space which remain undeveloped.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Open space provides significant benefit for the local community from a health and wellbeing perspective. If Council was to improve private vacant land with plantings this could provide additional environment and biodiversity outcomes.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

It is anticipated that the cost to undertake initial investigation into private vacant land options would be in the order of \$20,000. This would cover the engagement of third party property, legal and regulatory expertise. Once identified each parcel would require assessment in terms of establishment costs – based on our recent experience with our own land acquisitions this is likely to be in the order of \$30-\$50,000.

A risk assessment would be required to assess any potential liabilities that may arise from a particular site.

POLICY AND LEGISLATIVE IMPLICATIONS

Any future agreements regarding the proposal would need to comply with Council's legislative obligations and policy settings.

COMMUNICATION AND ENGAGEMENT

If Council decides to pursue further detailed investigations, it would be advisable to understand community sentiment. This would ensure Council has the opportunity to test the idea and determine any potential concerns the community may have – either at the localised level or more broadly.

LINK TO COUNCIL PLAN

Strategic Direction 2: Well designed and maintained open spaces and places
Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant city.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

Council is committed to being innovative in identifying opportunities to create and improve open space. The concept of creating temporary open space on privately owned vacant land could satisfy a short-term need whilst Council also directs its efforts to improving sites recently acquired on a permanent basis. Alternatively, the appeal of these temporary spaces may not deliver the intended community benefit along with the costs that could be directed to permanent open space solutions. The allocation of resources and funds to these more detailed investigations requires the endorsement of Council.

10.3 ESTABLISHMENT, ADOPTION OF TERMS OF REFERENCE AND APPOINTMENT OF COUNCILLOR MEMBERS TO ADVISORY COMMITTEES

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Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 25/1258767

Attachments:

1. Community Safety Cohesion Health and Wellbeing Advisory Committee Terms of Reference [↓](#)
2. Diverse, Welcoming and Accessible Places Terms of Reference [↓](#)
3. Environmental Stewardship Advisory Committee Terms of Reference [↓](#)
4. Innovation and Financial Sustainability Advisory Committee Terms of Reference [↓](#)

EXECUTIVE SUMMARY

Under the *Local Government Act 2020* (Act), Council has the power to establish Advisory Committees. The role of Advisory Committees is to provide advice to Council on matters determined under their terms of reference. Advisory Committees have no delegated decision-making authority. During the last term of Council, a number of Advisory Committees were established and provided valuable advice and recommendations to Council on a range of matters. The discretionary advisory committees that were established during the 2020 to 2024 Council term ceased to exist at the end of the 2024 Council term. This term Council has already established Advisory Committees for Glen Eira Leisure and the Elsternwick Club.

Council is in the final stages of developing the Council Plan 2025-2029 (Council Plan) and other key strategies that will guide its focus over the next four years. These plans have been informed by extensive community engagement through the Our Place, Our Plan engagement program.

To support ongoing engagement with the community as it moves into the implementation phase of these Plans, Council is seeking to establish four strategically focused Advisory Committees aligned to its Strategic Directions. This alignment will provide the Committees with the opportunity to help shape and guide Council's focus across the four years and see the impact of their advice and recommendations. These Advisory Committees will provide an important mechanism for ensuring Council has access to ongoing feedback and advice as its term progresses.

The proposed Committees are:

- Community Safety, Cohesion, Health and Wellbeing Advisory Committee
- Diverse, Welcoming and Accessible Places Advisory Committee
- Environmental Stewardship Advisory Committee
- Innovation and Financial Sustainability Advisory Committee

This report seeks to establish the four Committees, adopt the draft Terms of Reference and appoint Councillor members to each Committee. It also seeks authorisation to commence the recruitment of community members for each of the Advisory Committees.

RECOMMENDATION

That Council:

1. Notes that the discretionary advisory committees that were established during the 2020 to 2024 Council term ceased to exist at the end of the 2024 Council term; and
2. Establishes the following Advisory Committees:
 - a) Community Safety, Cohesion, Health and Wellbeing Advisory Committee;
 - b) Diverse, Welcoming and Accessible Places Advisory Committee;
 - c) Environmental Stewardship Advisory Committee;
 - d) Innovation and Financial Sustainability Advisory Committee; and
3. Adopts the Terms of Reference for each of the Committees referenced in item 2 above; and
4. Appoints the following Councillors to each Advisory Committee:
 - a) Community Safety, Cohesion, Health and Wellbeing Advisory Committee - Cr Jane Karslake (Chair), Cr Kay Rimbaldo, Cr Margaret Esakoff (Deputy Chair), and Cr Li Zhang;
 - b) Diverse, Welcoming and Accessible Places Advisory Committee - Cr Sam Parasol (Chair), Deputy Mayor, Cr Luca Ragni (Deputy Chair) and Cr Kimberley Young;
 - c) Environmental Stewardship Advisory Committee - Cr Arabella Daniel (Chair), Cr Li Zhang (Deputy Chair), Mayor, Cr Simone Zmood;
 - d) Innovation and Financial Sustainability Advisory Committee - Cr Kimberley Young (Chair), Cr Sam Parasol (Deputy Chair) and Cr Jane Karslake; and
5. Authorises officers to commence recruitment of community and other members to each of the Advisory Committees.

BACKGROUND

Under the Act Council must establish a number of mandatory Committees. Accordingly in December 2024, Council established and appointed Councillors to the Audit and Risk Committee and the CEO Employment Matters Advisory Committee. Council also appointed Councillors as delegates to a number of external Committees.

Council also has the powers under Section 53 (1) of the Act to establish Advisory and other Committees to provide advice and recommendations. Advisory Committees must operate in accordance with their Terms of Reference and have no delegated decision-making authority.

In the last term of Council, a number of discretionary Advisory Committees were established, all of which ceased at the end of that Council term. Following the conclusion of that term, officers undertook a review of Advisory Committees to provide advice to Council to inform continuous improvement. The findings of the review have been considered in the development of the proposed new Advisory Committees for this term.

Advisory Committees are a valuable component of Council's community engagement activities and provide a forum for a group of community members to provide ongoing advice to Council on a range of areas of strategic importance.

To date during this term, Council has already established the Elsternwick Club Advisory Committee and the Glen Eira Leisure Advisory Committee.

ISSUES AND DISCUSSION

Council is in the final stages of developing its draft Council Plan 2025-2029, and other key strategies that will guide its work over the next four years. To support ongoing community engagement throughout this Council term, Council is seeking to establish four strategic Advisory Committees.

The focus of each Advisory Committee will be aligned to the draft strategic directions set by Council in its draft Council Plan:

- Community Safety, Cohesion, Health and Wellbeing
- Diverse, Welcoming and Accessible Places
- Environmental Stewardship
- Innovation and Financial Sustainability

This structure will ensure the advice provided by the Advisory Committees directly aligns with Council's strategic focus. This alignment will also provide Advisory Committees members with assurance that their advice is being considered by Council to progress its strategic ambitions across this term of Council and beyond.

Given the technical nature of the subject matter relating to the draft Strategic Priority – Innovative and Financially Sustainable Services - it is proposed that this Committee includes the appointment of up to two skills-based members to provide additional expertise in areas such as technology, financial acumen and innovation.

Once the Advisory Committees have been established, there will be an opportunity for consideration of any working groups or more practically-focused collaboration groups to come together under the Advisory Committees should there be the need or interest from Councillors and community members on those Committees.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

While all Committees will consider the Climate Emergency Response Strategy, the Environmental Stewardship Advisory Committee will have a specific focus on Council's strategic climate action agenda.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Costs associated with the support and administration of Advisory Committees are met through Council's adopted annual budgets.

POLICY AND LEGISLATIVE IMPLICATIONS

The Local Government Act 1989.

The Local Government Act 2020.

The Local Government (Governance and Integrity) Regulations 2020.

Glen Eira City Council Governance Rule.

Council's Public Transparency Policy and any other relevant Act or regulation should be referred to in relation to any work considered by the Committee.

COMMUNICATION AND ENGAGEMENT

Advisory Committees are a valuable component of Council's community engagement activities and provide a forum for a group of community members to provide ongoing feedback and recommendations to Council on a range of areas of strategic importance.

A comprehensive communications program will support recruitment of community members to the Advisory Committees, which will coincide with engagement on the final draft Council Plan. This will ensure potential members have an opportunity to review more detail about the areas they would be focused on should they join a particular committee.

LINK TO COUNCIL PLAN

Strategic Direction 5: A healthy, inclusive and resilient community.

We support our residents to be healthy, strong and resilient and will embrace and celebrate our diverse 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

Council is in the final stages of developing its Council Plan and other key strategies that will guide its focus over the next four years. These plans have been informed by extensive community engagement through the Our Place, Our Plan engagement program.

To support ongoing engagement with the community as it moves into the implementation phase of these Plans, Council is seeking to establish four strategically focused Advisory Committees aligned to its Strategic Directions. This alignment will provide the Committees with the opportunity to help shape and guide Council's focus across the four years and see the impact of their advice and recommendations. These Advisory Committees will provide an important mechanism for ensuring Council has access to ongoing feedback and advice as its term progresses.

TERMS OF REFERENCE

The Community Safety, Cohesion, Health and Wellbeing Strategic Advisory Committee



GLEN EIRA
CITY COUNCIL

1. Name	The Community Safety, Cohesion, Health and Wellbeing Advisory Committee.
2. Classification	Advisory Committee.
3. Committee purpose Function, role and limitations	<p>The Community Safety, Cohesion, Health and Wellbeing Advisory Committee will provide advice and recommendations to Council and its officers to help guide the achievement of Council's strategic goal to help our community feel safe, healthy, and well by increasing active living, preventing all forms of violence including family violence, improving overall wellbeing with a focus on mental health, promoting healthy eating, and tackling climate change along with its impacts on health. To achieve this strategic goal, Council plans for the next four years to:</p> <ul style="list-style-type: none"> • Work with our community and in partnership with community health providers and organisations to address the most pressing health, wellbeing and safety priorities. • Respond to the health and wellbeing needs of our residents at all life stages, including people with disability, those who experience disadvantage and people from diverse cultures and backgrounds with a view to ensuring that no-one is left behind. • Embrace and celebrate our cultural diversity through arts programs and events that foster a strong sense of belonging and connection. This will foster respect and understanding that will increase social cohesion. <p>The Committee will have the opportunity to provide Council with advice and guidance in relation to the following areas that support the achievement of that strategic direction:</p> <ul style="list-style-type: none"> • Supporting our community to feel safer. • Delivering vibrant arts and culture programs to strengthen the cohesion of our community. • Building our community's strong sense of connection and belonging • Championing our community to have improved physical and mental health and wellbeing. • Identifying strategies to prevent violence against women • Promoting the benefits of a healthy lifestyle and the prevention of harm and ill-health.
4. Background	Council has developed a Council Plan 2025-2029 (Council Plan) to guide

	<p>its strategic focus during the Council term. The Council Plan outlines four strategic directions which are:</p> <ul style="list-style-type: none"> - Community safety, cohesion, health and wellbeing - Diverse, welcoming and accessible places - Environmental stewardship - Innovation and financial sustainability <p>The Council Plan was developed following extensive consultation with the community to ensure it responds to the Glen Eira 2040 Community Vision. As part of Council's ongoing commitment to engage with our community, four Advisory Committees have been established to focus on each of the strategic directions outlined in the Council Plan and provide ongoing advice and feedback to Council throughout the life of the Plan.</p>
5. Term of committee	The Committee will conclude at the end of the 2024-2028 Council term.
6. Membership and term of membership	<p>The Committee will consist of up to four Councillors and up to 10 community members. Community members will be selected through an expression of interest process and will be appointed by Council resolution.</p> <p>Members must work or live (primary or secondary residence) in the Glen Eira community.</p> <p>Committee members should meet one or more of the following criteria:</p> <ul style="list-style-type: none"> • Involvement in the wider community with strong community networks and connections. • Demonstrated ability to participate constructively in an advisory role. • Good knowledge and understanding of local issues relevant to the Committee's focus. • Willingness to contribute positively to meetings in a fair and unbiased manner. • Ability to look beyond personal interests for the benefit of the broader community. <p>In selecting community members Council will seek to ensure:</p> <ul style="list-style-type: none"> • the group includes a broad community representation with diverse views. • members of the group hold a relevant mix of skills, knowledge and experience. <p>Council (by resolution) may elect to cease a member's participation earlier than the term of appointment for reasons such as:</p> <ul style="list-style-type: none"> • the member no longer meets the criteria of membership. • the member breaches the Terms of Reference. <p>A Committee member may choose to cease their membership at any time.</p>

	Members must hold a valid Working with Children Check to ensure compliance with Council's Child Safe obligations.
7. Role and term of chairperson	<p>It is the responsibility of the Chair to:</p> <ul style="list-style-type: none"> Attend and chair all meetings of the committee, except where absence is unavoidable, in which case the Deputy Chair will temporarily assume the role. If both the Chair and the Deputy Chair are absent, the meeting attendees shall appoint a Councillor Committee member who is present as Acting Chair for the meeting by majority vote (50% of committee members in attendance plus one). If there is only one Councillor present, then by default they become the Chair of the meeting. approve the meeting schedule and meeting agenda. ensure the Committee's business is conducted in an orderly manner in compliance with the Glen Eira City Council Governance Rules. encourage participation from all members present at the meeting. direct any person to be excluded from a meeting for any item of business, for example, on the grounds of confidentiality or a conflict of interest. ensure that advice and recommendations recorded in the minutes of committee meetings represent the collective views of the committee. report the Committee's advice and recommendations to Council. <p>Council will appoint a Councillor in the role of Chair, and another Councillor in the role of Deputy Chair, of the Committee for a 12-month term.</p>
8. Deputy Chair	If the Chair is absent, the Deputy Chair will assume the position of Chair.
9. Quorum	<p>A quorum for meetings of the Committee will be a minimum of five members including at least one Councillor member.</p> <p>If a quorum is not met within a reasonable time of the scheduled meeting start time:</p> <ul style="list-style-type: none"> the meeting may be adjourned or rescheduled, at the discretion of the Chair. the meeting may proceed for discussion purposes, but no formal resolutions or actions can be adopted.
10. Recommendations of the Committee to Council	<p>Formal recommendations of the Advisory Committee to Council will be determined by the Committee members.</p> <p>Where agreement cannot be reached by the Committee members, the Chair may decide what advice should be formally recommended to Council.</p>

11. Conduct of members	<p>Meetings of the Committee will be treated as an Assembly of Councillors. The conflict of interest and confidentiality provisions in the <i>Local Government Act 2020</i> apply to all members.</p> <p>Councillor Committee members must disclose any conflict of interest in a matter being considered by the Committee in accordance with the Act and Council's Governance Rules.</p> <p>A non-Councillor Committee member who has a personal interest in a matter being considered by the Committee must disclose that personal interest to the Committee and leave the room and not participate in any discussion and/or decision in relation to that matter.</p> <p>Any disclosure made in accordance with this clause must be recorded in the minutes of the relevant Committee meeting.</p> <p>The Advisory Committee meetings will encourage fair and reasonable discussion and respect for each other's views, with members by:</p> <ul style="list-style-type: none"> • embodying Council's values of integrity, collaboration, respect, innovation and service excellence. • impartially carrying out responsibilities in the interests of the local community. • having due regard for the opinions, beliefs and rights of other members. • committing to regular attendance at meetings. • not improperly seeking to confer an advantage or disadvantage on any person. • not making improper use of information acquired because of their position or release. • information that the member knows or should reasonably know, is confidential.
12. Role of Council staff	Council staff will provide executive and secretariat support for the meetings.
13. Meeting frequency and arrangements	<p>The Committee will meet at least each quarter. The Executive Sponsor - Director Community Wellbeing, will be responsible for determining frequency of the meetings in accordance with the needs of Council and the project.</p> <p>Meetings will:</p> <ul style="list-style-type: none"> • be held at the Glen Eira Town Hall. • be held on a quarterly basis. • usually commence at 6pm on a Monday, Wednesday or Thursday, unless another day or time is required. • commence on time and conclude by the stated completion time.

	<ul style="list-style-type: none"> not extend beyond a 120-minute duration and be scheduled and confirmed in advance. be recorded through minutes and circulated to all members.
14. Reporting requirements	Advisory Committee minutes and recommendations will be submitted to the next appropriate Ordinary Council Meeting for endorsement.
15. Other relevant information	<p>Media and publicity:</p> <ul style="list-style-type: none"> Council may feature photographic or videographic content or names of members through their communications channels to promote the work of the Advisory Committee. Members' contact details will not be shared publicly. Members must not speak to the media on behalf of the Advisory Committee unless Council provides written authorisation. Any unauthorised contact with the media may result in a review of the person's membership and may result in suspension or removal.
16. Committee contact details	Jane Price, Director Community Wellbeing
17. Date of Council adoption of Terms of Reference	12 August 2025
18. Date of next review of Terms of Reference	The Terms of Reference will be reviewed periodically to maintain their relevance and alignment with Council priorities.

TERMS OF REFERENCE

The Diverse, Welcoming and Accessible Places Advisory Committee



1. Name	The Diverse, Welcoming and Accessible Places Advisory Committee.
2. Classification	Advisory committee.
3. Committee purpose Function, role and limitations	<p>The Diverse, Welcoming and Accessible Places Advisory Committee will provide advice and recommendations to Council and its officers to help guide the achievement of Council's strategic goal to have diverse, welcoming and accessible places.</p> <p>To achieve this goal Council has set the following strategic objectives:</p> <ul style="list-style-type: none"> • Provision of well-located and accessible open spaces and community facilities • Supporting a thriving local economy • Development of vibrant activity centres • Diversifying housing and maintaining the character of local neighbourhoods. <p>More specifically the Committee will focus on the following areas:</p> <ul style="list-style-type: none"> • Advising on ways to enhance our open spaces and community facilities to make them more inclusive, vibrant and liveable • Providing input on matters relating to the provision of well-connected and welcoming public spaces • Highlighting ways to support social interaction, activity, shopping and recreation tailored to the needs of all residents.
4. Background	<p>Council has developed a Council and Community Plan 2025-2029 (Council Plan) to guide its strategic focus during the Council term. The Council Plan outlines four strategic directions which are:</p> <ul style="list-style-type: none"> - Community safety, cohesion, health and wellbeing - Diverse, welcoming and accessible places - Environmental stewardship - Innovation and financial sustainability <p>The Council Plan was developed following extensive consultation with the community to ensure it responds to the Glen Eira 2040 Community Vision. As part of Council's ongoing commitment to engaging with our community four Advisory Committees have been established to focus on each of the strategic directions outlined in the Council Plan and provide ongoing advice and feedback to Council throughout the life of the Plan.</p>
5. Term of committee	The Diverse, Welcoming and Accessible Places Advisory Committee will conclude at the end of the 2024-2028 Council term.

<p>6. Membership and term of membership</p>	<p>The Diverse, Welcoming and Accessible Places Advisory Committee will consist of up to four Councillors and up to 10 community members. Community members will be selected through an expression of interest process and will be appointed by Council resolution.</p> <p>Members must work or live (primary or secondary residence) in the Glen Eira community.</p> <p>The Diverse, Welcoming and Accessible Advisory Committee members should meet one or more of the following criteria:</p> <ul style="list-style-type: none"> • involvement in the wider community with strong community networks and connections. • demonstrated ability to participate constructively in an advisory role. • good knowledge and understanding of local issues relevant to the Committee's focus • willingness to contribute positively to meetings in a fair and unbiased manner, or • ability to look beyond personal interests for the benefit of the broader community. <p>In selecting community members Council will seek to ensure:</p> <ul style="list-style-type: none"> • the group includes a broad community representation with diverse views • members of the group hold a relevant mix of skills, knowledge and experience. <p>Council (by resolution) may elect to cease a member's participation earlier than the term of appointment for reasons such as:</p> <ul style="list-style-type: none"> • the member no longer meeting the criteria of membership • the member breaching the terms of reference <p>A Committee member may choose to cease their membership at any time.</p> <p>Members must hold a valid Working with Children Check to ensure compliance with Council's Child Safe obligations.</p>
<p>7. Role and term of chairperson</p>	<p>The Chair's responsibilities are to:</p> <ul style="list-style-type: none"> • Attend and chair all meetings of the committee, except where absence is unavoidable, in which case the Deputy Chair will temporarily assume the role. If both the Chair and the Deputy Chair are absent, the meeting attendees shall appoint a Councillor Committee member who is present as Acting Chair for the meeting by majority vote (50% of committee members in attendance plus one). If there is only one Councillor present, then by default they become the Chair of the meeting. • Approve the meeting schedule and meeting agenda.

	<ul style="list-style-type: none"> • Ensure the committee's business is conducted in an orderly manner in compliance with The Glen Eira City Council Governance Rules. • Encourage participation from all members present at the meeting. • Direct any person to be excluded from a meeting for any item of business, for example, on grounds of confidentiality or a conflict of interest. • Ensure that advice and recommendations recorded in the minutes of committee meetings represent the collective views of the committee. • Report the committee's advice and recommendations to Council. <p>Council will appoint a Councillor in the role of Chair, and another Councillor in the role of Deputy Chair, of the Committee for a 12-month term.</p>
8. Deputy Chair	The Deputy Chair will assume the position of Chair in their absence.
9. Quorum	<p>A quorum for meetings of the Committee will be a minimum of five members including at least one Councillor member.</p> <p>If a quorum is not met within a reasonable time of the scheduled meeting start time:</p> <ul style="list-style-type: none"> • the meeting may be adjourned or rescheduled, at the discretion of the Chair. • the meeting may proceed for discussion purposes, but no formal resolutions or actions can be adopted.
10. Recommendations of the Committee to Council	<p>Formal recommendations of the Advisory Committee to Council will be determined by the Committee members.</p> <p>Where agreement cannot be reached by the Committee members, the Chair may decide what advice should be formally recommended to Council.</p>
11. Conduct of members	<p>Meetings of the Committee will be treated as an Assembly of Councillors. The conflict of interest and confidentiality provisions in the <i>Local Government Act 2020</i> apply to all members.</p> <p>Councillor Committee members must disclose any conflict of interest in a matter being considered by the Committee in accordance with the Act and Council's Governance Rules.</p> <p>A non-Councillor Committee member who has a personal interest in a matter being considered by the Committee must disclose that personal interest to the Committee and leave the room and not participate in any discussion and/or decision in relation to that matter.</p> <p>Any disclosure made in accordance with this clause must be recorded in the minutes of the relevant Committee meeting.</p>

	<p>The Advisory Committee meetings will encourage fair and reasonable discussion and respect for each other's views, with members:</p> <ul style="list-style-type: none"> • embodying Council's values of integrity, collaboration, respect, innovation and service excellence. • impartially carrying out responsibilities in the interests of the local community. • having due regard for the opinions, beliefs and rights of other members. • committing to regular attendance at meetings. • not improperly seeking to confer an advantage or disadvantage on any person. • not making improper use of information acquired because of their position or release. • information that the member knows or should reasonably know, is confidential.
12. Role of Council staff attendee(s)	Council staff will provide executive and secretariat support for the meetings.
13. Meeting frequency and arrangements	<p>The Committee will meet at least each quarter. The Executive Sponsor, Director Planning and Place, will be responsible for determining frequency of the meetings in accordance with the needs of Council and the project.</p> <p>Meetings will:</p> <ul style="list-style-type: none"> • be held at the Glen Eira Town Hall • be held quarterly • usually commence at 6pm on a Monday, Wednesday or Thursday, unless another day or time is required. • commence on time and conclude by the stated completion time. • not extend beyond a 120-minute duration and be scheduled and confirmed in advance. • be recorded through minutes and circulated to all members.
14. Reporting requirements	Advisory Committee minutes and recommendations will be submitted to the next appropriate Ordinary Council Meeting for endorsement.
15. Other relevant information	<p>Media and publicity:</p> <ul style="list-style-type: none"> • Council may feature photographic or videographic content or names of members through their communications channels to promote the work of the Advisory Committee. Members' contact details will not be shared publicly. • Members must not speak to the media on behalf of the Advisory Committee unless Council provides written authorisation. Any

	unauthorised contact with the media may result in a review of the person's membership and may result in suspension or removal.
16. Committee contact details	Rosa Zouzoulas, Director Planning and Place
17. Date of Council adoption of terms of reference	12 August 2025
18. Date of next review of terms of reference	The Terms of Reference will be reviewed periodically to maintain their relevance and alignment with Council priorities.

TERMS OF REFERENCE

The Environmental Stewardship Advisory Committee



GLEN EIRA
CITY COUNCIL

1. Name	The Environmental Stewardship Advisory Committee.
2. Classification	Advisory committee.
3. Committee purpose Function, role and limitations	<p>The Environmental Stewardship Advisory Committee will provide advice and recommendations to Council and its officers to support the implementation of Council's strategic goal to promote environmental stewardship through the implementation of the Climate Emergency Response Strategy Refresh 2025–2029 and related policies and strategies.</p> <p>To achieve this strategic goal, Council plans have set the following strategic objectives:</p> <ul style="list-style-type: none"> • Enhance urban greenery and biodiversity • Promote healthy air and waterways • Reduce Council and community emissions • Reduce waste to landfill • Actively engage our community in Caring for Country and the natural environment <p>More specifically the Committee will focus on the following areas:</p> <ul style="list-style-type: none"> • Providing advice relating to policy and strategy in the areas of climate action, urban forestry, parks and gardens, biodiversity, and the Circular Economy Plan. • Advising on Council's environmental advocacy priorities. • Promoting understanding of local environmental issues and opportunities within Glen Eira • Providing Council with advice on how to engage the community in reducing environmental impacts and helping protect residents from the effects of climate change.
4. Background	<p>Council has developed a Council Plan 2025-2029 (Council Plan) to guide its strategic focus during the Council term. The Council Plan outlines four strategic directions which are:</p> <ul style="list-style-type: none"> - Community safety, cohesion, health and wellbeing - Diverse, welcoming and accessible places - Environmental stewardship - Innovation and financial sustainability <p>The Council Plan was developed following extensive consultation with the community to ensure it responds to the Glen Eira 2040 Community Vision. As part of Council's ongoing commitment to engaging with our community</p>

	four Advisory Committees have been established to focus on each of the strategic directions outlined in the Council Plan and provide ongoing advice and feedback to Council throughout the life of the Plan.
5. Term of committee	The Environmental Stewardship Advisory Committee will conclude at the end of the 2024-2028 Council term.
6. Membership and term of membership	<p>The Environmental Stewardship Advisory Committee will consist of up to four Councillors and up to 10 community members. Community members will be selected through an expression of interest process and will be appointed by Council resolution.</p> <p>Committee members must work or live (primary or secondary residence) in the Glen Eira community.</p> <p>Committee members should meet one or more of the following criteria:</p> <ul style="list-style-type: none"> • involvement in the wider community with strong community networks and connections. • demonstrated ability to participate constructively in an advisory role. • good knowledge and understanding of local issues relevant to the Committee's focus • willingness to contribute positively to meetings in a fair and unbiased manner, or • ability to look beyond personal interests for the benefit of the broader community. <p>In selecting community members Council will seek to ensure:</p> <ul style="list-style-type: none"> • the group includes a broad community representation with diverse views • members of the group hold a relevant mix of skills, knowledge and experience. <p>Council (by resolution) may elect to cease a member's participation earlier than the term of appointment for reasons such as:</p> <ul style="list-style-type: none"> • the member no longer meeting the criteria of membership • the member breaching the terms of reference <p>A committee member may choose to cease their membership at any time.</p> <p>Committee members must hold a valid Working with Children Check to ensure compliance with Council's Child Safe obligations.</p>
7. Role and term of chairperson	<p>The Chair's responsibilities are to:</p> <ul style="list-style-type: none"> • Attend and chair all meetings of the committee, except where absence is unavoidable, in which case the Deputy Chair will temporarily assume the role. If both the Chair and the Deputy Chair are absent, the meeting attendees shall appoint a Councillor Committee member who is present as Acting Chair for the meeting

	<p>by majority vote (50% of committee members in attendance plus one). If there is only one Councillor present, then by default they become the Chair of the meeting.</p> <ul style="list-style-type: none"> • Approve the meeting schedule and meeting agenda. • Ensure the committee's business is conducted in an orderly manner in compliance with The Glen Eira City Council Governance Rules. • Encourage participation from all members present at the meeting. • Direct any person to be excluded from a meeting for any item of business, for example, on grounds of confidentiality or a conflict of interest. • Ensure that advice and recommendations recorded in the minutes of committee meetings represent the collective views of the committee. • Report the committee's advice and recommendations to Council. <p>Council will appoint a Councillor in the role of Chair, and another Councillor in the role of Deputy Chair, of the Committee for a 12-month term.</p>
8. Deputy Chair	The Deputy Chair will assume the position of Chair in their absence.
9. Quorum	<p>A quorum for meetings of the Committee will be a minimum of five members including at least one Councillor member.</p> <p>If a quorum is not met within a reasonable time of the scheduled meeting start time:</p> <ul style="list-style-type: none"> • the meeting may be adjourned or rescheduled, at the discretion of the Chair. • the meeting may proceed for discussion purposes, but no formal resolutions or actions can be adopted.
10. Recommendations of the Committee to Council	<p>Formal recommendations of the Advisory Committee to Council will be determined by the Committee members.</p> <p>Where agreement cannot be reached by the Committee members, the Chair may decide what advice should be formally recommended to Council.</p>
11. Conduct of members	<p>Meetings of the Committee will be treated as an Assembly of Councillors. The conflict of interest and confidentiality provisions in the <i>Local Government Act 2020</i> apply to all members.</p> <p>Councillor Committee members must disclose any conflict of interest in a matter being considered by the Committee in accordance with the Act and Council's Governance Rules.</p>

	<p>A non-Councillor Committee member who has a personal interest in a matter being considered by the Committee must disclose that personal interest to the Committee and leave the room and not participate in any discussion and/or decision in relation to that matter.</p> <p>Any disclosure made in accordance with this clause must be recorded in the minutes of the relevant Committee meeting</p> <p>The Advisory Committee meetings will encourage fair and reasonable discussion and respect for each other's views, with members:</p> <ul style="list-style-type: none"> • embodying Council's values of integrity, collaboration, respect, innovation and service excellence. • impartially carrying out responsibilities in the interests of the local community. • having due regard for the opinions, beliefs and rights of other members. • committing to regular attendance at meetings. • not improperly seeking to confer an advantage or disadvantage on any person. • not making improper use of information acquired because of their position or release. • information that the member knows or should reasonably know, is confidential.
12. Role of Council staff	Council staff will provide executive and secretariat support for the meetings.
13. Meeting frequency and arrangements	<p>The Committee will meet at least each quarter. The Executive Sponsor, Director - Sustainability Assets and Leisure will be responsible for determining frequency of the meetings in accordance with the needs of Council and the project.</p> <p>Meetings will:</p> <ul style="list-style-type: none"> • be held at the Glen Eira Town Hall • be held quarterly • usually commence at 6pm on a Monday, Wednesday or Thursday, unless another day or time is required. • commence on time and conclude by the stated completion time. • not extend beyond a 120-minute duration and be scheduled and confirmed in advance. • be recorded through minutes and circulated to all members.

14. Reporting requirements	Advisory Committee minutes and recommendations will be submitted to the next appropriate Ordinary Council Meeting for endorsement.
15. Other relevant information	<p>Media and publicity:</p> <ul style="list-style-type: none">• Council may feature photographic or videographic content or names of members through their communications channels to promote the work of the Advisory Committee. Members' contact details will not be shared publicly.• Members must not speak to the media on behalf of the Advisory Committee unless Council provides written authorisation. Any unauthorised contact with the media may result in a review of the person's membership and may result in suspension or removal.
16. Committee contact details	Niall McDonagh, Director - Sustainability Assets and Leisure
17. Date of Council adoption of terms of reference	12 August 2025
18. Date of next review of terms of reference	The Terms of Reference will be reviewed periodically to maintain their relevance and alignment with Council priorities.

TERMS OF REFERENCE



The Innovation and Financial Sustainability Advisory Committee

1. Name	The Innovation and Financial Sustainability Advisory Committee
2. Classification	Advisory Committee
3. Committee purpose Function, role and limitations	<p>The Innovation and Financial Sustainability Advisory Committee will provide advice and recommendations to Council and its officers to help guide the achievement of Council's strategic goal to be innovative and financial sustainable.</p> <p>To achieve this strategic goal, Council has set the following strategic objectives:</p> <ul style="list-style-type: none"> • Financial security and sustainability • Technology & Digital services which enables the achievement of council's strategic goals • Informing and engaging our community • Building trust and confidence in Council decisions • Providing highly valued, well-designed and responsive services by leveraging innovative approaches. <p>More specifically the Committee will focus on the following areas:</p> <ul style="list-style-type: none"> • Providing advice in relation to Council's financial sustainability initiatives including on options to diversify Councils' revenue streams • Advising on opportunities to partner with others to design creative service solutions • Providing input into initiatives to strengthen governance and transparency • Reviewing strategic initiatives that leverage technology, data and AI; • Providing input into innovative opportunities to improve the alignment of Council services with community needs and priorities.
4. Background	<p>Council has developed a Council Plan 2025-2029 (Council Plan) to guide its strategic focus during the Council term. The Council Plan outlines four strategic directions which are:</p> <ul style="list-style-type: none"> - Community safety, cohesion, health and wellbeing - Diverse, welcoming and accessible places - Environmental stewardship - Innovation and financial sustainability <p>The Council Plan was developed following extensive consultation with the community to ensure it responds to the <i>Glen Eira 2040 Community Vision</i>. As part of Council's ongoing commitment to engaging with our community</p>

	<p>four community Advisory Committees have been established to focus on each of the strategic directions outlined in the plan and provide ongoing advice and feedback to Council throughout the life of the Council Plan.</p> <p>The Innovation and Financial Sustainability Advisory Committee consists of both community and skills-based members to ensure the advice it provides to Council includes both a community and a technical perspective.</p>
5. Term of committee	The Committee will conclude at the end of the 2024–2028 Council term.
6. Membership and term of membership	<p>The Innovation and Financial Sustainability Advisory Committee will consist of up to four Councillors, up to 10 community members and two skills-based members who will be selected through an expression of interest process and will be appointed by Council resolution.</p> <p>Community members must work or live (primary or secondary residence) in the Glen Eira community.</p> <p>Community members should meet one or more of the following criteria:</p> <ul style="list-style-type: none"> • involvement in the wider community with strong community networks and connections • demonstrated ability to participate constructively in an advisory role • good knowledge and understanding of local issues relevant to the Committee's focus • willingness to contribute positively to meetings in a fair and unbiased manner, or • ability to look beyond personal interests for the benefit of the broader community. <p>In selecting community members Council will seek to ensure:</p> <ul style="list-style-type: none"> • the group includes a broad community representation with diverse views • members of the group hold a relevant mix of skills, knowledge and experience. <p>Skills based members will be selected on the depth of their extensive skills, experience in areas including:</p> <ul style="list-style-type: none"> • financial management, including budgeting, financial planning, revenue diversification, and long-term financial sustainability • service design, customer experience and innovative service solutions • technology and digital strategy, enablement and adoption • corporate governance and risk management • community engagement or strategic communications. <p>Council (by resolution) may elect to cease a member's participation earlier than the term of appointment for reasons such as:</p>

	<ul style="list-style-type: none"> the member no longer meeting the criteria of membership the member breaching these terms of reference <p>A Committee member may choose to cease their membership at any time.</p> <p>Committee members must hold a valid Working with Children Check to ensure compliance with Council's Child Safe obligations.</p>
7. Role and term of chairperson	<p>The Chair's responsibilities are to:</p> <ul style="list-style-type: none"> Attend and chair all meetings of the committee, except where absence is unavoidable, in which case the Deputy Chair will temporarily assume the role. If both the Chair and the Deputy Chair are absent, the meeting attendees shall appoint a Councillor Committee member who is present as Acting Chair for the meeting by majority vote (50% of committee members in attendance plus one). If there is only one Councillor present, then by default they become the Chair of the meeting. Approve the meeting schedule and meeting agenda. Ensure the committee's business is conducted in an orderly manner in compliance with The Glen Eira City Council Governance Rules. Encourage participation from all members present at the meeting. Direct any person to be excluded from a meeting for any item of business, for example, on grounds of confidentiality or a conflict of interest. Ensure that advice and recommendations recorded in the minutes of committee meetings represent the collective views of the committee. Report the committee's advice and recommendations to Council. <p>Council will appoint a Councillor in the role of Chair, and another Councillor in the role of Deputy Chair, of the Committee for a 12-month term.</p>
8. Deputy Chair	The Deputy Chair will assume the position of Chair in their absence.
9. Quorum	<p>A quorum for meetings of the Committee will be a minimum of five members including at least one Councillor member.</p> <p>If a quorum is not met within a reasonable time of the scheduled meeting start time:</p> <ul style="list-style-type: none"> the meeting may be adjourned or rescheduled, at the discretion of the Chair the meeting may proceed for discussion purposes, but no formal resolutions or actions can be adopted.

10. Recommendations of the Committee to Council	<p>Formal recommendations of the Advisory Committee to Council will be determined by the Committee members.</p> <p>Where agreement cannot be reached by the Committee members, the Chair may decide what advice should be formally recommended to Council.</p> <p>Skills based members may provide independent advice and recommendations directly to Council and its officers if required/upon request.</p>
11. Conduct of members	<p>Meetings of the Committee will be treated as an Assembly of Councillors. The conflict of interest and confidentiality provisions in the <i>Local Government Act 2020</i> apply to all members.</p> <p>Councillor Committee members must disclose any conflict of interest in a matter being considered by the Committee in accordance with the Act and Council's Governance Rules.</p> <p>A non-Councillor Committee member who has a personal interest in a matter being considered by the Committee must disclose that personal interest to the Committee and leave the room and not participate in any discussion and/or decision in relation to that matter.</p> <p>Any disclosure made in accordance with this clause must be recorded in the minutes of the relevant Committee meeting.</p> <p>The Advisory Committee meetings will encourage fair and reasonable discussion and respect for each other's views, with members:</p> <ul style="list-style-type: none"> • embodying Council's values of integrity, collaboration, respect, innovation and service excellence • impartially carrying out responsibilities in the interests of the local community • having due regard for the opinions, beliefs and rights of other members • committing to regular attendance at meetings • not improperly seeking to confer an advantage or disadvantage on any person • not making improper use of information acquired because of their position or release • information that the member knows or should reasonably know, is confidential.
12. Role of Council staff	Council staff will provide executive and secretariat support for the meetings.
13. Meeting frequency and arrangements	The Committee will meet at least each quarter. The Executive Sponsor, Director Customer and Corporate Affairs, will be responsible for determining frequency of the meetings in accordance with the needs of Council and the project.

	<p>Meetings will:</p> <ul style="list-style-type: none"> • be held at the Glen Eira Town Hall • be held quarterly • usually commence at 6pm on a Monday, Wednesday or Thursday, unless another day or time is required • commence on time and conclude by the stated completion time • not extend beyond a 120-minute duration and be scheduled and confirmed in advance • be recorded through minutes and circulated to all members.
14. Reporting requirements	Advisory Committee minutes and recommendations will be submitted to the next appropriate Ordinary Council Meeting for endorsement.
15. Other relevant information	<p>Media and publicity:</p> <ul style="list-style-type: none"> • Council may feature photographic or videographic content or names of members through their communications channels to promote the work of the Advisory Committee. Members' contact details will not be shared publicly. • Members must not speak to the media on behalf of the Advisory Committee unless Council provides written authorisation. Any unauthorised contact with the media may result in a review of the person's membership and may result in suspension or removal.
16. Committee contact details	Kellie Vise, Director Customer and Corporate Affairs
17. Date of Council adoption of terms of reference	12 August 2025
18. Date of next review of terms of reference	The Terms of Reference will be reviewed periodically to maintain their relevance and alignment with Council priorities.

10.4 TENDER 2025.29 PROVISION OF STREET SWEEPING AND CLEANING SERVICES

Author: Lucy Thompson, Coordinator Services

Director: Niall McDonagh, Director Sustainability, Assets and Leisure

Trim No: 25/1141759

Attachments: 1. 2025.29 Tender Evaluation Panel Report of the recommendation for the Provision of Street Sweeping and Cleaning Services. (CONFIDENTIAL)
2. Probity Advisory Report - Glen Eira City Council - Street Sweeping Services (CONFIDENTIAL)

EXECUTIVE SUMMARY

The purpose of this report is to recommend a contractor be appointed to undertake the works tendered in Tender number 2025.29 Provision of Street Sweeping and Cleaning Services.

RECOMMENDATION

That Council having reviewed and considered the confidential Tender Evaluation report (attachment 1 to this report):

1. appoints **Tenderer 3, as the contractor under Tender number 2025.29** for an amount in accordance with the Schedule of Rates submitted;
2. prepares the contract in accordance with the Conditions of Contract included in the Tender;
3. authorises the CEO to execute the contract on Council's behalf;
4. notes the attachment to the report remain confidential in accordance with section 3(1)(g) of the *Local Government Act 2020* or until Council resolves otherwise;
5. authorises Council officers to disclose any confidential information in relation to this item, but only to the extent necessary to give effect to the resolution; and
6. authorises Council officers to disclose the successful tenderer name in the meeting minutes for this item.

BACKGROUND**Reason for Tender**

The Council is currently providing street cleaning services via a month-to-month extension of existing contract 2015.25 which expired on the 30 June 2025. A new tender is required to continue services ongoing.

The completion of the current contract presented an opportunity to review the service and re-tender with updated specifications.

Objectives of the Contract:

The objectives of this Contract are to maximise the cleanliness of public areas by engaging services for:

- Street sweeping once per month to ensure all foreign matter is removed by vehicle or manually swept where required to create safe and functional roads, kerbs, and channels
- Footpath sweeping in activity centres to create safe and clean walking areas
- Carpark sweeping
- Right of Way (ROW) maintenance
- Specific heavy leaf fall collection once per week in peak months to cater for additional demand in areas where required
- Pressure washing of activity centre footpaths and street furniture
- Priority reactive sweeping and cleaning requests

Existing Service Standard	Proposed Service Standard
Street sweeping once per month to ensure all foreign matter is removed by vehicle or manually swept where required to create safe and functional roads, kerbs, and channels.	Stronger performance standards introduced to ensure quality service is delivered. Frequency remains monthly
Footpath sweeping in activity centres to create safe and clean walking areas	
Carpark sweeping	These frequencies have been optimised to deliver better value and stronger performance standards introduced to ensure quality service is delivered.
Right of Way (ROW) maintenance	
Specific heavy leaf fall collection once per week in peak months to cater for additional demand in areas where required	20 additional locations have been added across the municipality in response to following resident feedback and a review of tree species.
Pressure washing of activity centre footpaths and street furniture	Frequency increase from 1-3 times per year (dependant on priority level) within Major Activity Centres. The service will now include street furniture.
Weed control	New performance standards introduced to require the complete removal and eliminate of weeds.
Priority reactive sweeping and cleaning requests	This service has been expanded to include an afterhours service. In business hours service will remain to be provided also. only. Additional procedures have been added for hazard control.

Proposed Contract period

The contract is a Lump sum and Schedule of Rates contract. The term of the contract is five years commencing on 1 October 2025, with options on the part of Council to extend for two further terms of three years each.

TENDER PROCESS

Advertising

An invitation to submit tenders for the contract as described in the preceding section was advertised on Saturday 12 March 2025 in *The Age* newspaper Saturday edition (and Council's eTendering Portal on 15 March 2025) and closed on Friday 11 April 2025.

Tenders Collected/Received

Nineteen (19) tender documents were requested.

Six (6) submissions were received by the closing date.

EVALUATION PROCESS

Evaluation Criteria

All conforming tenders were evaluated against the following criteria:

CRITERIA	INDICATORS
1. Cost to Council	<ul style="list-style-type: none"> Average annual cost of services (before any adjustments) over contract term
2. Ability to provide the specified services	<ul style="list-style-type: none"> The Tenderer's committed resources and capacity to complete the specified services including: <ul style="list-style-type: none"> management and technical experience/skill committed suitability of proposed vehicles and process quality systems proposed and accreditation customer service resources committed and technology; and recycling and greenhouse emissions Demonstrated track record of good performance in similar or related services
3. Sustainability – Economic, Environmental and Social.	<ul style="list-style-type: none"> Commitment to sustainability initiatives Corporate Social Responsibility
4. Ability to provide a safe workplace.	<ul style="list-style-type: none"> Demonstrated Commitment to and ability to achieve a safe workplace OH&S management system of a standard which meets the Safety Map criteria A system of work which complies with current Workcover guidance publications Methods for reducing risk of reversing vehicles

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

This contract is aligned with Council's 'Our Climate Emergency Response Strategy 2021-2025', and the following Goals and Objectives:

Council

Goal 1 : We embed climate change action in everything that we do.

(Principle 5)

Objective 1.1: All staff to embed climate action into their work.
Objective 1.2: Make climate change action a priority consideration in every strategy, plan and policy.
Objective 1.3: Leverage financial, administrative and reporting systems to drive climate action.
Objective 1.4: Advocate for stronger climate change action by other levels of government.

Goal 5 : Net zero Council emissions by 2025.

(Principle 5)

Objective 5.1: Ensure all Council buildings, assets and infrastructure are energy efficient, fossil fuel free and powered by 100 per cent renewable energy.
Objective 5.2: Use Council's purchasing power to stimulate the circular economy.

Council Supporting the Community

Goal 2 : Our community is active and mobilised on climate action.

(Principles 1, 2, 3, 4 & 5)

Objective 2.1: Communicate and engage on the climate emergency directly, honestly and frequently through all channels and integrate with all Council services (eg. health, economic development, leisure).
Objective 2.2: Create opportunities for everyone in our community to act on climate change at home, at work, at school, and as a community.

Project Sustainability Summary

This project addresses sustainability through incorporating evaluation weighting against economic, environmental and social sustainability. This was indicated by tenderers commitment to sustainability initiatives and their corporate social responsibility.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Budget

The annual budget for this contract is \$2,800,000 (based on the 2025/2026 financial year and market response).

Based on the schedule of rates submitted, accepting the tender of **Tenderer 3** would result in a cost of \$2,479,590 GST exclusive.

The estimated cost for contract 2025.29 Provision of Street Sweeping and Cleaning Services is \$2,479,590 per annum and \$12,397,950 for the initial five (5) year contract term and \$27,275,490 over the full contract period (inclusive of extensions) of 11 years.

POLICY AND LEGISLATIVE IMPLICATIONS

This report is in accordance with the Procurement Policy and the *Local Government Act 2020*.

COMMUNICATION AND ENGAGEMENT

Once the tender has been awarded, the contractor will provide Council with the service schedule, including days where specific areas will be serviced. It is intended to make this publicly available on Council's website.

LINK TO COUNCIL PLAN

Strategic Direction 2: Well designed and maintained open spaces and places. Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant city.

Community Wellbeing

Strategic Resource Plan 2016-2017 to 2025/2026: Section 9. Infrastructure Strategy.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION**Tender Evaluation Panel Conclusion**

The Tender Evaluation Panel appointed by the Director Sustainability, Assets and Leisure reached the conclusion that when assessed against the evaluation criteria, the tender of **Tenderer 3** represented the best quality and value for money for the community.

The report of the Tender Evaluation Panel is attached. This attachment contains confidential information within the meaning of the term in the *Local Government Act 2020* (the Act) being private commercial information, information provided by a business, commercial or financial undertaking that—

- (i) relates to trade secrets; or
- (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage; and
- (iii) the meeting will be closed to the public (under s 66(2) of the Act) should such information need to be considered and discussed and all documents containing such information shall remain confidential.

10.5 TENDER 2025.104 PRINTING OF GLEN EIRA NEWS

Author: Sarah Finlay, Coordinator Communications

Director: Kellie Vise, Director Customer and Corporate Affairs

Trim No: 25/1271365

Attachments: 1. 2025.104 GE News_Report on conclusion of Tender Evaluation Panel
(CONFIDENTIAL)

EXECUTIVE SUMMARY

The purpose of this report is to recommend a contractor be appointed to undertake the works tendered in Tender number 2025.104 Printing of Glen Eira News.

RECOMMENDATION

That Council having reviewed and considered the confidential Tender Evaluation report **(Attachment 1)**.

1. appoints [Tenderer 1](#) as the panel contractor under Tender number 2025.104 for an amount in accordance with the Schedule of Rates submitted;
2. prepares the contracts in accordance with the Conditions of Contract included in the tender;
3. authorises the CEO to execute the contracts on Council's behalf;
4. notes the attachment to the report remain confidential in accordance with section 3(1)(g) of the *Local Government Act 2020* or until Council resolves otherwise; and
5. authorises Council officers to disclose any confidential information in relation to this item, but only to the extent necessary to give effect to the resolution.
6. authorises Council officers to disclose the successful tenderer name in the meeting minutes for this item.

BACKGROUND**Reason for Tender**

Glen Eira News is an important channel for Council to communicate and build trust with its community. The monthly paper is delivered to approximately 65,200 households throughout the City of Glen Eira.

The paper reaches more than 153,000 residents and is the only newspaper in the municipality solely dedicated to Council news and information, including events.

Glen Eira News is highly regarded by the local community for its attractive presentation and informative features on Council services. It is easy to read and helps residents to stay in touch with what's happening across the municipality.

11 editions of *Glen Eira News* are distributed within a calendar year. The first edition is distributed in February — with subsequent editions distributed monthly up to the final edition in December.

Proposed Contract period

The proposed term of the contract is for an initial period of one year with options on the part of Council to extend for a further four terms of one year each.

TENDER PROCESS

Advertising

An invitation to submit tenders for the contract as described in the preceding section was advertised on Saturday 3 May 2025 in *The Age* newspaper Saturday edition and Council's eTendering Portal and closed on Friday 23 May 2025.

Tenders Collected or Received

13 tender documents were requested.

One submission was received by the closing date.

EVALUATION PROCESS

Evaluation Criteria

All conforming tenders were evaluated against the following criteria:

CRITERIA	INDICATORS
1. Ability to provide the specified Services.	<ul style="list-style-type: none"> The demonstrated ability of the Tenderer to provide services and service support which will result in quality outcomes with minimal Council involvement. Demonstrated ability of the Tenderer to meet time frames, and strategies in place to address and rectify delays. The extent and relevance of the experience of the Tenderer, and the opinion of referees, trade references, previous and existing customers and staff if Council decides to obtain these. The level of quality of previous work by the Tenderer as evidenced by samples supplied.
2. Cost to Council.	<ul style="list-style-type: none"> Total cost to Council (incl. of GST).
3. Sustainability - Economic, Environmental and Social.	<ul style="list-style-type: none"> Commitment to sustainability initiatives.
4. Ability to provide a safe workplace.	<ul style="list-style-type: none"> Demonstrated commitment to and ability to achieve a safe workplace.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

This contract is aligned with Council's '*Our Climate Emergency Response Strategy 2021-2025*', goals three and five. *Glen Eira News* allows Council to keep resident informed, educated and engaged about its climate actions and how the community can be active and mobilised in the climate response, in line with goals two, four and six.

In completing the tender Sustainability questionnaire, the Tenderer has demonstrated a general commitment to environmental sustainability initiatives, with strong social responsibility commitments. It was evident in the tender submission that the Tenderer has robust internal policies and procedures that consider their environmental impact, including waste and chemical reduction and handling.

The Tenderer only purchases from suppliers who are reputable, accredited or certified and is committed to sourcing the most cost-effective stocks with the highest considerations for the environment. All wood used in the production of their printing comes from sustainable forestry. Additionally, it ensures that all wastepaper, cardboard, and plastics used during the printing, inserting or delivery processes are separated and recycled. In terms of social sustainability, the Tenderer supports a number of charitable organisations and projects with cash donations, in-kind products and event sponsorships.

FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

The budget for this contract is \$127,000 per annum based on the 2024/25 financial year. Appointing the preferred Tenderer would result in a cost of \$129,657.00 per annum (GST Inclusive).

POLICY AND LEGISLATIVE IMPLICATIONS

This report is in accordance with the Procurement Policy and the *Local Government Act 2020*.

LINK TO COUNCIL PLAN

Strategic Direction 2: Well designed and maintained open spaces and places. Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant city.

Community wellbeing

The production and distribution of *Glen Eira News* plays a key role in supporting community wellbeing by ensuring residents are informed, connected, and empowered to engage with their local area. By providing clear and accessible updates on Council projects, services, events, and opportunities for community input, the newspaper strengthens the relationship between Council and the community.

Glen Eira News fosters trust and transparency, while also encouraging community participation and a sense of belonging. In doing so, it contributes to the creation of a more connected and resilient community — enhancing quality of life and supporting the broader strategic goal of healthy, inclusive and vibrant public spaces and places.

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The Tender Evaluation Panel appointed by the Director Customer and Corporate Affairs, reached the conclusion that when assessed against the evaluation criteria, the tender from [Tenderer 1](#) represented the best quality and value for money for the community.

The report of the Tender Evaluation Panel is attached. This attachment contains confidential information within the meaning of the term in the *Local Government Act 2020* (the Act) being

private commercial information, information provided by a business, commercial or financial undertaking that —

- (i) relates to trade secrets; or
- (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage; and
- (iii) the meeting will be closed to the public (under s66(2) of the Act) should such information need to be considered and discussed and all documents containing such information shall remain confidential.

10.6 APPOINTMENT OF ACTING CHIEF EXECUTIVE OFFICER

Author: Prue Harvey, Executive Officer

Trim No: 25/1282602

Attachments: Nil

EXECUTIVE SUMMARY

The purpose of this report is to appoint an Acting Chief Executive Officer for the period from 5pm on Friday 3rd October 2025 until 8am on Thursday 16th October 2025 inclusive, during the absence of the Chief Executive Officer. The temporary appointment is in accordance with section 44(4) of the *Local Government Act 2020 (Vic)*.

RECOMMENDATION

That Council makes the following appointment to the role of Acting Chief Executive Officer during the absence of the Chief Executive Officer on leave:

- Kellie Vise, Director Customer and Corporate Affairs for the period from 5pm on Friday 3rd October 2025 until 8am on Thursday 16th October 2025 inclusive.

BACKGROUND

The Chief Executive Officer, Ms Lucy Roffey will be taking pre-planned leave from 5pm on Friday 3rd October 2025 until 8am on Thursday 16th October 2025 inclusive. To ensure the continued smooth and efficient operation of Council's business, it will be necessary for Council to appoint an Acting Chief Executive Officer for this period.

ISSUES AND DISCUSSION

In accordance with section 44(4) of the *Local Government Act 2020 (Vic)*, (*the Act*), the Council may appoint an Acting Chief Executive Officer during the absence of the Chief Executive Officer for a period of not greater than up to 12 months, without the requirement to consider applications invited through a public process.

CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no climate emergency implications associated with this report.

FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Ms Kellie Vise will receive a higher duties allowance for the term of her Acting appointment.

POLICY AND LEGISLATIVE IMPLICATIONS

This report is consistent with section 44(4) of the *Local Government Act 2020 (Vic)* to appoint a person to act as its Chief Executive Officer for a period of not more than 12 months.

COMMUNICATION AND ENGAGEMENT

There was no communication and engagement associated with this report.

LINK TO COUNCIL PLAN

Strategic Direction 1: Well informed, transparent decisions and highly valued services
We build trust through engaging with our community, delivering quality services and making evidence-based decisions

OFFICER DECLARATION OF CONFLICT OF INTEREST

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

CONCLUSION

The appointment of Kellie Vise, Director Customer and Corporate Affairs to the role of Acting Chief Executive Officer as indicated above will ensure the continued good governance of the organisation during the CEO's leave period.

11. URGENT BUSINESS**12. ORDINARY BUSINESS****12.1 Requests for reports from a member of Council staff****12.2 Right of reply****12.3 Notice of Motion / Notice of Rescission****12.3.1 NOTICE OF MOTION: COUNCIL'S FOOTPATH NETWORK CONDITION**

Trim No: 25/1301593

A Notice of Motion was submitted to the Chief Executive Officer by Cr Simone Zmood with the support of Cr Luca Rangi and Cr Margaret Esakoff on 29 July 2025, to be heard at the 12 August 2025 Ordinary Council Meeting.

This purpose of this Notice of Motion is to call for Council officers to provide a report on the condition of Council's footpath network, maintenance and renewal approaches and network condition trends.

MOTION

That Council officers:

1. Prepare a report on the Condition of Council's footpath network. The report should include, but not be limited to, information on the following:
 - a) Council's approach to footpath maintenance and renewal;
 - b) The current condition assessment of Council's footpath network based on the National Asset Management Guidelines and any trend information over the past 5 years;
 - c) Data on trends in how the use of asphalt wedging and grinding have featured in Council's footpath condition improvement program over the last 5 years;
 - d) Data on trends in the amount of financial investment and square metres delivered in Council's footpath program over the last 5 years and the correlation to footpath network condition improvement;
 - e) Opportunities for the use of emerging technologies and new approaches to further enhance the delivery and performance of our footpath maintenance and renewal program.
2. Table the report at an Ordinary Council Meeting before the end of 2025.

12.3.2 NOTICE OF MOTION: EXPANSION OF NO SMOKING AREAS WITHIN THE MUNICIPALITY

Trim No: 25/1306372

A Notice of Motion was submitted to the Chief Executive Officer by Cr Margaret Esakoff with the support of Cr Simone Zmood and Cr Arabella Daniel, on 1 August 2025. To be heard at the 12 August 2025 Ordinary Council Meeting.

The purpose of this Notice of Motion is to request a report from Council officers regarding the potential expansion of No Smoking areas within the municipality.

MOTION

That Council officers:

1. Prepare a report on the process to expand No Smoking areas within the municipality to include:
 - a. Council parks and reserves;
 - b. Council land adjacent to Council community facilities (including libraries and pools);
 - c. Council land adjacent to privately run community facilities; and
 - d. within 15m of any street frontage of a Victorian childcare centre, kindergarten, preschool and primary and secondary school.
2. Table the report at the 16 October 2025 Ordinary Council Meeting.

12.4 Councillor questions

13. CONFIDENTIAL ITEMS

Nil

14. CLOSURE OF MEETING