GLEN EIRA
CITY COUNCIL

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

Community, Libraries and Cultural Spaces Network Plan: Evidence and Analysis Report

Supporting document to the *Glen Eira City Council Community Infrastructure Plan 2026–2030*

Purpose of this report

This report provides the detailed evidence and network analysis that informed the directions and recommendations for libraries, arts and culture, older adults, young people, community and program spaces, and community hubs in the ***Glen Eira Community Infrastructure Plan 2026–2030***.

It does not establish separate strategies, priorities or commitments. The Community Infrastructure Plan is Council's primary strategic document and contains the resulting vision, principles, facility roles, investment priorities and operational actions.

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About this report

1.1 Purpose and relationship to the Community Infrastructure Plan

The **Community, Libraries and Cultural Spaces Network Plan: Evidence and Analysis Report** is one of three supporting evidence documents prepared for the **Glen Eira Community Infrastructure Plan 2026–2030**.

This report provides detailed analysis of:

- libraries;
- arts and cultural spaces;
- facilities and spaces supporting older adults;
- facilities and services supporting young people;
- community and program spaces, including Neighbourhood Houses;
- community hubs and other facility roles; and
- the contribution of non-Council facilities and providers.

It analyses demand, access, utilisation, facility suitability, operating models, partnerships and changing service needs across these interconnected subnetworks.

The report identifies findings and planning implications. These findings informed the facility roles, strategic directions, capital planning and investment priorities, and operational actions contained in the Community Infrastructure Plan.

This report does not establish separate recommendations, priorities, funding commitments or property outcomes. The Community Infrastructure Plan is Council's primary strategic document and should be read as the source of Council's directions and recommendations.

1.2 Scope of the network analysis

This report examines how the Community, Libraries and Cultural Spaces network functions and how effectively it supports community participation, services and programs.

The analysis covers:

- Council-owned libraries, arts and cultural spaces, facilities supporting older adults and young people, community facilities, bookable spaces and community hubs;
- relevant community-accessible spaces within civic buildings and sports pavilions;
- demand and access patterns by location, cohort and time;
- building condition and functional suitability;
- utilisation, room mix and operating arrangements;
- the role of community organisations and non-Council providers;
- opportunities for shared use, partnerships and coordinated service delivery; and
- evidence relevant to community hub and facility network roles.

The analysis considers facilities and services provided by other organisations where they contribute to community access. Their inclusion does not indicate that Council is responsible for their funding, operation or future provision.

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Detailed early years evidence is contained in the **Early Years Network Plan: Evidence and Analysis Report.** Early years facilities and services are referred to in this report where they interact with libraries, community facilities and future hub planning.

This report does not:

- approve or commit Council to individual projects;
- establish a capital works program;
- determine future service, property or asset outcomes; or
- replace Council's service planning, business case, budget, asset, property or governance processes.

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Network findings at a glance

2.1 Key findings

The analysis shows that Glen Eira's Community, Libraries and Cultural Spaces network is experiencing changing and increasingly complex demand.

The network includes highly used civic facilities, dedicated and cohort-specific facilities, bookable rooms, community hubs and spaces provided by community and non-Council organisations. These places differ significantly in location, accessibility, room mix, functional suitability and operating arrangements.

The evidence shows that network performance cannot be understood by counting facilities alone. It is also necessary to examine:

- whether facilities are in accessible locations;
- whether spaces are suitable for contemporary services and programs;
- when and how demand occurs;
- whether operating arrangements support equitable and repeat use; and
- how Council-owned and non-Council facilities contribute to the wider network.

The key findings from this Network Plan are set out below.

Demand is driven by how spaces work, not just by how many exist

Unlike some other infrastructure types, performance in this network is shaped less by the number of buildings and more by how spaces function in practice and where they are located within the network.

Demand is:

- time-based and cohort-specific, with distinct peaks including daytime older adults programs, after-school youth activity, and evening and weekend community use; and
- uneven by location, reflecting differences in access, transport, housing density and service catchments.

The evidence shows that, while overall provision is important, the primary issue is not simply the number of venues. Performance is driven by whether spaces are in the right locations and are usable for the activities and programs people need.

In practice, this results in a mismatch between:

- where demand is concentrated (particularly in accessible activity centres); and
- the type and functionality of spaces available across the network.

The analysis identifies particular pressure for small to medium flexible rooms, generally accommodating between 20 and 50 people, that can support regular programs, learning,

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wellbeing activities and community use. This pressure exists alongside lower use of some larger or less adaptable rooms.

Flexibility must work in practice

Across the network, spaces described as “multipurpose” do not always function that way in practice.

Operational factors — including layout, storage, acoustics, accessibility and booking arrangements — determine whether spaces can support ongoing use, particularly repeat programs that require consistency over time.

This Network Plan therefore distinguishes between:
• spaces that are available for booking; and
• spaces that are able to reliably support program-based use.

Improving network performance depends on intentionally designing and managing spaces to support real use in practice — not simply increasing the number of venues or relying on nominal flexibility. This distinction informed the CIP’s emphasis on fit-for-purpose and program-ready spaces.

Different facilities perform different network roles

The analysis identifies significant differences between:

- municipal civic facilities serving broad catchments;
- facilities in accessible activity centres;
- local community facilities;
- specialist or cohort-specific facilities; and
- destination and attractor sites.

These differences were considered when developing the community facility roles contained in the Community Infrastructure Plan.

Delete the bullets that directly “confirm” Caulfield, Carnegie and Elsternwick. Those agreed roles now belong in the CIP.

Under-utilisation reflects fit and access, not surplus

Under-utilisation across parts of the network is not primarily a signal of excess supply. More often, it reflects misalignment between space type, location, operating model and demand.

The evidence indicates that lower utilisation should be examined alongside facility suitability, location, booking arrangements and operating models before conclusions are reached about need or surplus capacity.

Relationship with other Council planning

This analysis was prepared with reference to Council's **Strategic Property Plan**, **Leasing and Licensing Policy**, **Financial Sustainability Strategy**, relevant service planning and the **Early Years Network Plan: Evidence and Analysis Report**.

Sports pavilions are planned through separate sport and recreation frameworks. They are considered in this report where community-accessible rooms contribute to the wider network or where design and operating arrangements affect their use for community programs.

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The network in Glen Eira

3.1 What makes up this network

he Community, Libraries and Cultural Spaces network includes Council-owned and non-Council facilities that support learning, cultural activity, community participation, social connection, programs and access to services.

For analysis, the network is grouped into:

- libraries and civic cultural spaces;
- facilities and spaces supporting older adults;
- spaces and services supporting young people;
- community and program spaces, including Neighbourhood Houses; and
- community hubs and other facilities supporting multiple uses.

Council-owned facilities within this network include:

Libraries and civic cultural spaces

- Glen Eira's four Council-owned libraries at Bentleigh, Carnegie, Caulfield and Elsternwick, which function as highly utilised civic anchors supporting learning, social connection, youth participation, community programs and shared use alongside other services.
- Council-owned arts and cultural facilities within the Caulfield civic precinct, including the Town Hall gallery, auditorium and theatrette, which support exhibitions, performances, cultural programming and broader community use.

These facilities play a central role in the network by:

- providing well-used, accessible and trusted spaces;
- supporting shared and multi-purpose use; and
- contributing to civic and community facility networks, particularly in activity centres.

Older adults, youth and community facilities

- Five Council facilities containing dedicated older adults spaces, which support social connection, participation and wellbeing for older residents.
- Youth-appropriate spaces, anchored at Bentleigh, supporting targeted youth programs and informal participation.
- Multipurpose community facilities (some of which function as community hubs — see **Section 7.5**)
- Bookable community rooms located within libraries, civic buildings and selected sports pavilions, supporting a wide range of community programs and activities to varying degrees.

Together, these Council-owned facilities are where Council can most directly influence access, room mix, operating models and long-term performance.

Non-Council facilities and complementary provision

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A significant proportion of participation in this network also occurs in non-Council venues. This includes both facilities not owned by Council and community organisations operating from Council-owned buildings:

- faith-based facilities;
- schools and education settings;
- some neighbourhood houses and community houses noting council supports Godfrey Street Neighbourhood House through leasing of our building; and
- other not-for-profit and community-run spaces.

These venues play an important complementary role, particularly:

- where Council facilities are limited or constrained;
- where outreach or satellite delivery is more effective; and
- in supporting culturally specific or cohort-specific participation.

The inventory of non-Council facilities in **Appendix A** provides context about the wider network. Inclusion does not imply that a facility is consistently publicly available, affordable, suitable for all uses or capable of meeting future Council service needs.

3.2 Glen Eira's network

Glen Eira is a fully developed municipality where land available for new community infrastructure is limited. Many facilities were developed for earlier service and operating models, and some have limited capacity to accommodate different activities or changing patterns of use.

Financial constraints and the cost of operating, maintaining and renewing existing facilities also limit the feasibility of broad expansion across the network.

Within this context, network performance is influenced by:

- the location and accessibility of facilities;
- the suitability and adaptability of spaces;
- how facilities work together;
- opening hours, booking arrangements and governance;
- the contribution of community and non-Council providers; and
- the cost and practicality of maintaining facilities over time.

These matters were considered when developing the Community Infrastructure Plan's directions relating to renewal, program-ready space, community facility roles, partnerships and future investment.

3.3 Evidence informing the network analysis

This report draws on the municipality-wide evidence in the **Community Infrastructure Evidence and Strategic Context Report** and more detailed network-specific information.

Key inputs included:

- population, housing and household forecasts;
- demographic change, including population ageing and the distribution of young people;
- access, equity and vulnerability evidence;

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- the Human Services Needs Analysis;
- community and stakeholder engagement;
- Victorian Government planning and service reforms;
- locality and cross-boundary access analysis;
- facility inventories and mapping;
- building condition and functionality information;
- bookings, utilisation and service participation data;
- benchmarking against comparable councils and sector guidance;
- Council service planning; and
- relevant asset, property, leasing and financial policies.

No single dataset was treated as determinative. Evidence was considered collectively, with particular care where utilisation data was incomplete, facility access was restricted or benchmarking did not account for differences in quality, operating models and availability.

The findings and planning implications in this report informed the directions and recommendations contained in the Community Infrastructure Plan. Any future proposal remains subject to feasibility, business case, budget and Council decision-making processes.

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Demand and access

This part examines how demand varies across Glen Eira by location, cohort, time and type of activity. It draws on the municipality-wide growth and locality evidence and applies it specifically to the Community, Libraries and Cultural Spaces network.

4.1 Drivers of demand

Demand is shaped by changes in population, households, service systems and participation. Relevant drivers include:

- population ageing, with people aged 50 and over forecast to account for around 35.7 per cent of Glen Eira's population by 2046;
- continuing demand from young people and young adults, particularly in and near activity centres;
- increasing cultural and linguistic diversity;
- greater numbers of people living alone or in smaller households;
- increasing housing density and reduced private space in some locations;
- cost-of-living and housing affordability pressure; and
- changing expectations about accessibility, flexibility, learning, wellbeing and informal participation.

What the demand evidence shows

The evidence shows that:

- demand varies by cohort, location and time;
- pressure is often concentrated in accessible locations and particular room types;
- regular programs require more than casual access to a vacant room; and
- location, facility suitability and operating arrangements can be as influential as total facility supply.

4.2 Place and access

The **Community Infrastructure Evidence and Strategic Context Report** shows that growth, transport access, existing facilities and proximity to neighbouring centres vary significantly across Glen Eira.

This section applies that municipality-wide evidence to the Community, Libraries and Cultural Spaces network. It does not independently assign hub or facility roles. It explains the network evidence that informed the roles contained in the Community Infrastructure Plan.

Activity centres are a key part of this context. Through recent planning reform, the Victorian Government has identified a series of activity centres across metropolitan Melbourne and assigned them different roles based on their capacity for housing growth, access to public transport and ability to support a mix of uses and services.

These centres are not all the same — they vary in scale, accessibility and the level of activity they are intended to support. This influences where demand for community infrastructure is likely to grow and where larger, more integrated responses are viable.

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This Network Plan applies that context in considering how different parts of Glen Eira function and where different types of community infrastructure responses are most appropriate.

For this network, the key place-based findings are outlined below.

Higher access activity centre locations

- Caulfield, Carnegie and Elsternwick–Gardenvale are locations where demand pressure is expected to intensify most strongly, reflecting:
- population growth and increased housing density, particularly in and around activity centres;
- high levels of accessibility, including rail, tram and bus connections and central locations within the municipality; and
- broader catchments, with these centres serving both local residents and users from across Glen Eira and neighbouring municipalities.
- In these locations, more integrated, hub-based responses are most likely to deliver benefits across the wider network.
- Caulfield functions at a municipal civic and service scale, where the way facilities operate together as a precinct is more important than any individual building. Its role is reinforced by strong transport access, proximity to major institutions and a high level of non-resident use.
- Carnegie and Elsternwick–Gardenvale combine strong population growth with high accessibility and established user catchments. These characteristics support their importance in the wider network and informed the activity-centre and civic facility roles contained in the Community Infrastructure Plan.

Established activity centres and local network roles

- Bentleigh and Murrumbeena are established activity centres with substantial existing community infrastructure.
- Both locations contain established community infrastructure and support strong local access. Their proximity to higher-order locations is also relevant when interpreting future demand and facility pressure.
- In these locations, the focus is on how well existing facilities work together over time — including facility mix, adaptability and operating models — to support local use.
- Planning therefore emphasises improving and making better use of existing facilities, and ensuring they work effectively alongside nearby higher-access centres, rather than creating new larger-scale or higher-order provision.

Local access suburbs

- Suburbs such as Ormond, McKinnon and Caulfield South rely on a smaller number of well-used local venues, supported by access to nearby centres.
- Their role within the network is to provide local access and neighbourhood-level support, rather than to replicate higher-order provision.
- These suburbs rely on a combination of local facilities and access to nearby centres. This pattern informed the local facility and network-supported roles contained in the CIP.

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Cross-local-government-boundary influences

In line with Part A, access to community infrastructure in Glen Eira is shaped not only by facilities within the municipality, but also by proximity to nearby activity centres and the broader metropolitan network. Residents frequently access facilities outside Glen Eira where they are close, well connected or better suited to their needs. At the same time, a number of Glen Eira locations — particularly major activity centres and civic precincts — also attract users from surrounding municipalities, reflecting their accessibility, service mix and broader catchments.

Cross-local-government-boundary influences are most relevant in locations where residents are within practical catchments of centres beyond Glen Eira, including:

- southern and south-eastern areas (Bentleigh and Bentleigh East), where Moorabbin Activity Centre provides access to higher-order services and facilities;
- north-western areas (Caulfield North and Caulfield East), where Malvern Activity Centre functions as a key destination for employment, services and cultural activity; and
- eastern and south-eastern corridors (Murrumbeena, Bentleigh and Bentleigh East), where the Carnegie–Murrumbeena–Hughesdale–Oakleigh rail corridor provides access to a sequence of centres, reinforcing network access beyond municipal boundaries.

While Oakleigh is not a primary external destination for Glen Eira residents in the same way as Moorabbin or Malvern, it forms part of this broader corridor and contributes to how access functions in practice.

This means:

- cross-boundary access is a core consideration when interpreting apparent gaps or pressure, not an anomaly;
- access to higher-order infrastructure is influenced by proximity, transport connections and activity centre roles, not municipal boundaries; and
- network planning must recognise that some suburbs are functionally connected to external centres, while others rely more heavily on internal hubs.

This evidence informed the CIP's network-based and place-responsive approach.

Bentleigh East and Moorleigh — a unique circumstance

- Bentleigh East remains a special case. While the East Village Structure Plan area — a State-identified future activity centre and long-term mixed-use redevelopment area — is a major change driver, the timing, scale and sequencing of growth remain uncertain and are not aligned with the rail and tram-served activity centre pattern that underpins the hub hierarchy elsewhere.

- As set out in Part A, Bentleigh East also sits within the broader catchment of Moorabbin Activity Centre, a State-designated centre supported by the Frankston rail line and high-frequency bus services. This cross-boundary access shapes how residents meet a range of daily and higher-order needs.

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- Moorleigh Community Village, located within Bentleigh East, is one of Council's largest and most heavily used community facilities and plays a significant role in local participation and programming.
- However, its location — not rail- or tram-served and around a 10-minute drive from the Bentleigh East activity centre — limits its ability to function as a contemporary, high-access community facility for broader catchments.
- As a result, in informing the first CIP, Bentleigh East is treated as an area to monitor and respond to flexibly, with a need to clarify Moorleigh's future role.

4.3 How demand varies by cohort, time and context

Locality analysis explains where pressure concentrates, but demand within this network also varies significantly by cohort, time of day and operating context. These patterns are critical to understanding why utilisation and pressure do not align neatly with population size or facility counts.

Key patterns include:

- Activity centres and higher density housing areas experience the greatest pressure for use across the full day, particularly afternoons, evenings and weekends. This reflects their accessibility and the mix of uses they support, including work, study, programs and informal use.
- Established residential areas rely on a smaller number of local venues, which are often heavily used at peak times (for example weekday mornings and afternoons for specific groups, and evenings for community programs). These patterns are based on utilisation data, booking patterns and feedback from service areas.
- Youth and broader community programs rely on accessible, shared and adaptable spaces — such as libraries, civic buildings and multipurpose rooms — with demand strongest after school, in the evenings and on weekends.
- Older adults' participation is more concentrated in specific locations, and during daytime hours, reflecting the importance of familiarity and ease of access. This results in higher use of preferred venues, rather than evenly distributed use across the network.

These patterns reinforce that demand in this network is qualitative and time-based, not simply a function of population numbers or the total quantity of facilities.

Map set 1 — Council-owned facilities and activity centre context

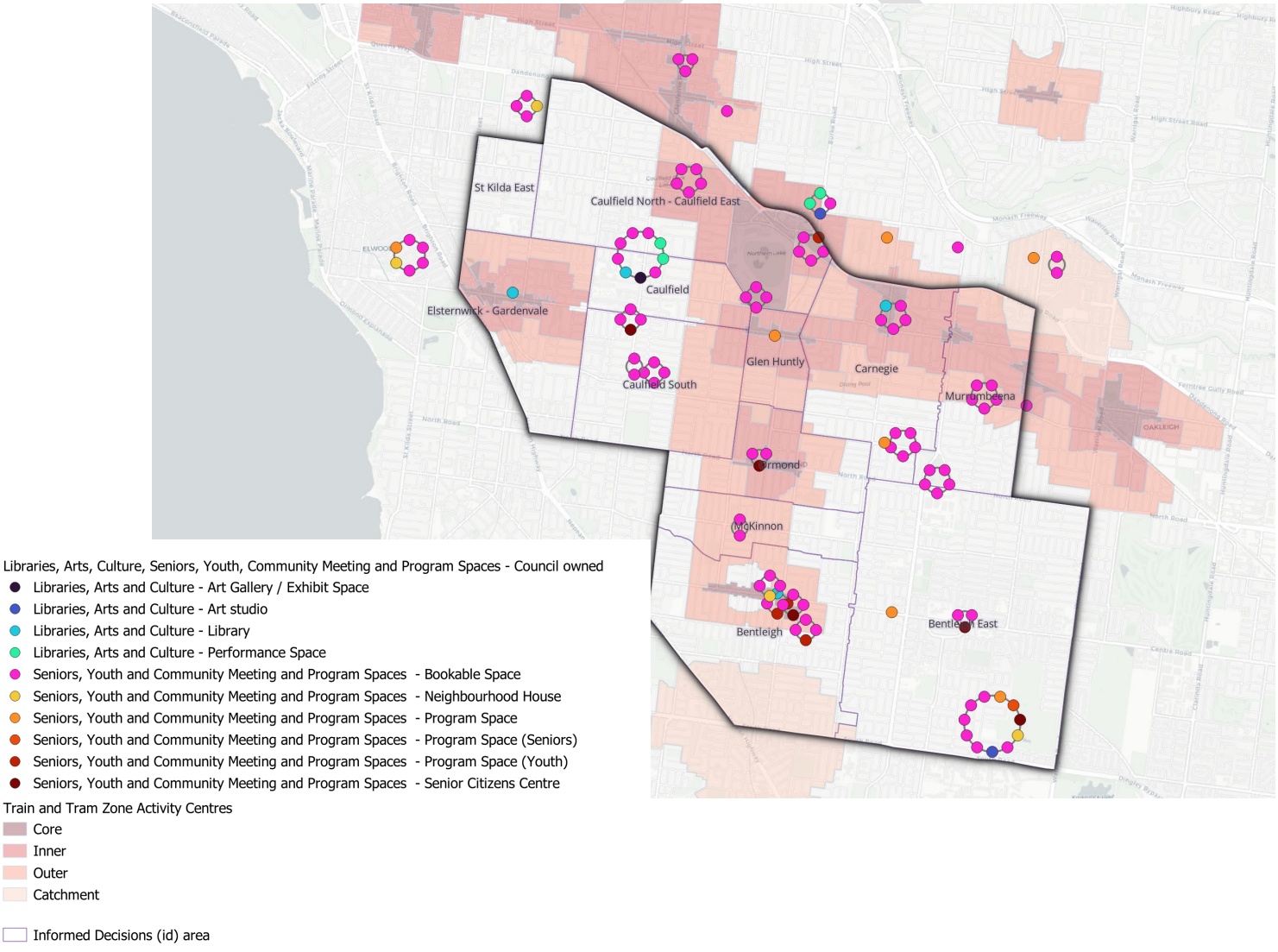
This mapping shows the location of Council-owned facilities relative to activity centres, forecast growth and transport access. It is provided to illustrate network distribution and access. It does not identify a facility gap or establish a case for a particular project.

This mapping is not intended to identify facility gaps or justify new infrastructure. Instead, it illustrates how growth, access and Civic/Activity Centre structure interact, including where demand is supported within Glen Eira and where access to nearby centres outside the municipal boundary plays an important role.

The mapping highlights that:

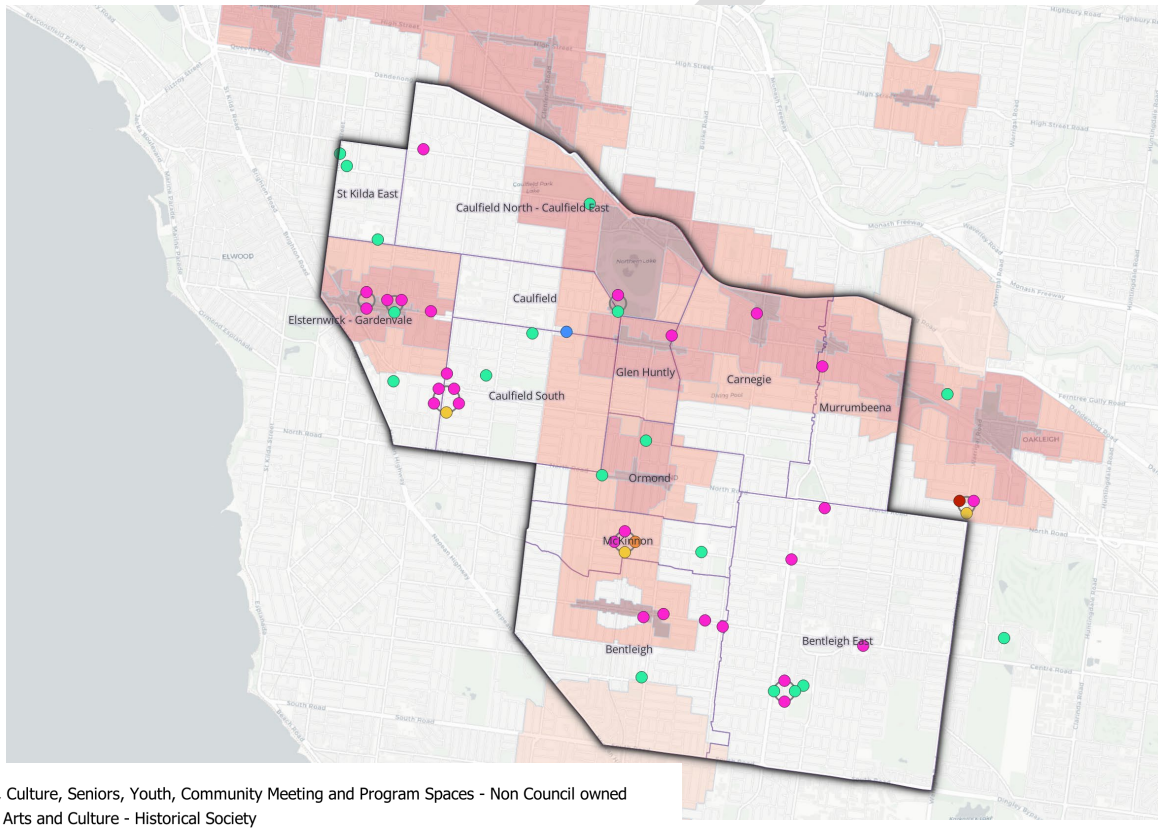
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- forecast population growth to 2036 aligns strongly with activity centres and transport-rich locations, including Caulfield, Carnegie, Elsternwick and parts of Bentleigh;
- areas of growth often overlap with places where equitable access to affordable community space will matter more over time. This is because higher density housing typically provides less private indoor and outdoor space, increasing reliance on shared community facilities. At the same time, these areas often include more renters and smaller households, meaning access to low-cost and accessible places for social connection, learning and community activity becomes increasingly important;
- pressure and under-utilisation can coexist within close proximity, reflecting differences in room type, suitability and operating models; and
- clusters of facilities may offer opportunities for concurrent use, complementary services and shared access. Whether these opportunities can be realised depends on facility suitability, operating arrangements and service planning.



Map set 2 — Non-Council facilities contributing to network access
The second map set overlays the same Train and Tram Zone Activity Centres with the distribution of non-Council facilities that contribute to access and participation in this network, including venues operated by education providers, faith-based organisations, not-for-profit organisations and other community bodies.

This mapping is included to demonstrate the extent and spatial spread of contributory provision beyond Council's asset base. It does *not* imply equivalence of access, governance, affordability or availability between Council-owned and non-Council facilities, nor does it signal future investment or reliance on specific sites.



This section focuses solely on illustrating how demand is met in practice through a combined ecosystem of Council and non-Council spaces. Also refer **Appendix A** for facility list.

Key implications

The evidence shows that:

- **demand is uneven by location, cohort and time;**
- **lower utilisation can reflect unsuitable spaces or restricted access rather than an absence of need;**
- **Council-owned and non-Council facilities both contribute to access, but are not equivalent in availability, affordability or suitability;**
- **different types of facilities perform different roles within the network; and**
- **effective responses require an understanding of room type, location, access and operating arrangements.**

These findings informed the community facility roles, investment priorities and operational actions contained in the Community Infrastructure Plan.

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Network performance

This section explains how well Council's existing community buildings are performing — both as physical buildings and as places that support today's services, programs and community use.

It draws on Council's regular building condition checks and early findings from functionality reviews. These reviews look at whether spaces actually work for the way they are used — for example, accessibility, layout, storage, flexibility and suitability for shared use.

This is a high-level overview only. Detailed building-by-building assessments are used internally to inform further investigations and future decisions. Facility-level findings in this report do not approve or determine future renewal, investment or property outcomes.

5.1 Building condition

Overall, most of Council's community buildings are structurally sound and still usable. They reflect an ageing but generally serviceable portfolio.

Where issues exist, they are usually specific to parts of buildings — such as amenities, finishes, services or roofing — rather than major structural problems. These issues are typical for buildings of this age and are usually addressed through ongoing maintenance and targeted renewal.

What this means

Building condition alone does not establish the need to rebuild, expand or replace a facility. Condition evidence must be considered alongside safety, compliance, functionality, service need, utilisation, whole-of-life cost and network role.

5.2 Fit for purpose

While most buildings are physically sound, many are not well suited to how community spaces are used today.

Reviews undertaken so far show common issues across the network, including:

- layouts that do not support repeatable modern programs or multiple users;
- accessibility limitations affecting some people with disability, older adults and families, particularly where buildings predate contemporary accessibility standards;
- lack of storage, flexible rooms or adaptable spaces; and
- spaces described by Council as "multipurpose" that are difficult to use in practice.

In many cases, buildings are under-used not because people don't want to use them, but because the spaces do not work well for **programs, repeat activities or shared use**.

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Understanding condition, functionality and fit-for-purpose
These terms describe different aspects of facility performance:

- **Condition** concerns the physical state of the building and its components.
- **Functionality** concerns whether the building's systems, layout and amenities allow it to operate safely and effectively.
- **Fit for purpose** concerns whether the facility supports the service, program or community use intended for it in practice.

A building may be in sound condition and meet basic technical requirements but still have limitations relating to room configuration, storage, accessibility, acoustics, circulation, technology or shared use.

This distinction is important because improvements to community outcomes may require changes to design, configuration or operating arrangements rather than major structural works.

Planning implication
Across this network, suitability for contemporary use is often a more significant constraint than overall building condition. This finding informed the CIP's focus on accessibility, functionality and program-ready space.

5.3 Implications for network planning

The condition and functionality evidence demonstrates that different facilities require different responses.

Depending on the evidence, a future response may involve:

- maintenance or renewal of building components;
- accessibility or amenity improvements;
- reconfiguration to improve room mix or shared use;
- changes to booking, allocation or operating arrangements;
- service or program changes;
- integration with wider precinct or hub planning;
- further feasibility or options assessment; or
- consideration of a different long-term facility role.

No response should be determined from condition, utilisation or benchmarking evidence in isolation. Future decisions need to consider community need, service delivery, location, functional suitability, access, whole-of-life cost and contribution to the wider network.

These findings informed the CIP recommendations relating to targeted building assessments, practical improvements, optimisation and future feasibility work.

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How the network is delivered

This part examines how the full Community, Libraries and Cultural Spaces network operates, including the roles of Council, community organisations, service providers and non-Council facility owners.

As established earlier in the report, outcomes in this network are shaped not only by where facilities are located, but by how spaces are governed, accessed, programmed and supported over time.

The network comprises a connected set of elements:

- libraries;
- arts and cultural spaces;
- older adults spaces;
- youth spaces;
- community and program spaces (including neighbourhood houses); and
- community hubs.

The network is supported through a combination of facilities, services, programs, funding, leasing, partnerships and shared-use arrangements. The effectiveness of these arrangements varies according to local conditions, governance and the needs of different users.

6.1 Council's role in the network

Council contributes to this network through several roles:

- **Planner:** understanding needs and coordinating the wider network;
- **Provider:** owning or operating facilities, services and programs;
- **Facilitator:** supporting delivery through land, buildings, grants, information or shared use;
- **Partner:** working or co-investing with community organisations, institutions and other governments; and
- **Advocate:** seeking policy change, investment or service provision from other organisations.

These roles may be used individually or in combination and may differ between subnetworks and locations.

How Older adults, Youth, Community and Program Spaces Infrastructure Support Community Outcomes

Community Outcomes this Network Supports



- Social connection and belonging
- Health, wellbeing and resilience
- Learning, participation and inclusion across life stages
- Reduced isolation for older adults and vulnerable cohorts
- Youth engagement, development and transition support

How Outcomes are Delivered

(services and ways of working)



- Group-based programs and activities
- Informal and drop-in participation
- Outreach and partnership delivery
- Intergenerational and place-based activation
- Community-led and not-for-profit programs supported by Council

Where and How this Happens

(Council's role and the spaces that enable it)



- Council-owned and operated facilities (e.g. older adults centres, community hubs)
- Shared and bookable Council venues (libraries, civic buildings, halls and pavilions)
- Council-funded or Council-enabled use of space by community groups and not-for-profits
- Non-Council venues accessed through partnerships and service agreements

Council acts as both a provider, partner and a facilitator — using a mix of facilities, funding, access arrangements and partnerships to support community outcomes.

This reflects the service-led approach where infrastructure is a means to support community outcomes, not an end in itself.

Together, these delivery modes demonstrate that Council's influence over outcomes extends well beyond capital investment, and includes how space is made available, prioritised and supported over time.

Council accommodation support and leased provision
A defining feature of this network is the extent to which participation is enabled through Council-owned buildings that are leased or licensed to community and not-for-profit organisations.

Across Glen Eira, Council provides accommodation to a wide range of community tenants, including:

- neighbourhood houses and adult learning providers;
- older adults groups and culturally diverse community organisations;
- emergency relief and support services;
- scouting, guiding and volunteer-based organisations; and
- community-run clubs, associations and activity groups.

These organisations deliver a significant proportion of the programming, informal participation and early intervention support that underpins outcomes in this network, often serving cohorts experiencing isolation, language barriers, affordability constraints or reduced mobility.

In many cases, accommodation is provided at nominal or heavily subsidised rent, reflecting the community benefit generated and improving equity of access — particularly for older adults, young people and culturally diverse communities.

At the same time, this model carries real and ongoing costs and risks for Council, including:

- ownership and renewal of ageing buildings;
- compliance and safety obligations;
- maintenance and lifecycle investment;
- lease and licence administration; and
- exposure to long-term financial and asset risk.

This evidence informed the CIP's directions relating to community accommodation, Council's support model, equitable access and the future planning of Council-owned buildings.

6.2 The role of non-Council providers

This network is not delivered by Council alone. Across Glen Eira, a substantial proportion of participation, program delivery and informal social connection occurs within non-Council-owned and operated facilities, including:

- faith-based venues;
- schools;
- clubs and associations;
- neighbourhood houses; and
- not-for-profit organisations.

The consolidated provider schedule in **Appendix A – Non-Council Facilities Supporting Access** shows that many non-Council facilities support multiple functions — such as program delivery, performance, meetings and informal use — often within the same site and operated by a single provider.

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This mixed provision model is a defining characteristic of the network and contributes to its:

- overall breadth and geographic coverage;
- ability to support culturally specific, cohort-based and place-based activities; and
- responsiveness in locations where Council facilities are constrained by site, scale or operating hours.

Within this context, non-Council providers:

- extend the range of spaces available beyond Council's asset base;
- offer environments and operating models that are valued by specific cohorts; and
- complement Council facilities by supporting activity that may not align with Council governance, hours or booking rules.

The mapping included in Section 4 illustrates the distributed nature of provision, showing how Council and non-Council facilities together support participation across the municipality.

The maps do not imply decisions about individual sites or future investment. Rather, they provide essential context for understanding:

- how access is achieved in practice; and
- why planning for this network must consider partnerships, shared use and cumulative access, not only Council-owned buildings.

6.3 Operating models and access

Across this network, operating models are as critical as physical capacity in determining whether demand can be met equitably and sustainably.

Evidence reviewed in the report demonstrates that:

- time-based demand (daytime older adults use, after-school and evening youth and community programs) often creates pressure that is not visible in utilisation data;
- long-standing allocations, licence conditions and governance arrangements can limit flexibility; and
- buildings described as "multi-purpose" do not always function as such in practice.

Key operating factors shaping performance include:

- opening hours and staffing models;
- booking rules and allocation priorities;
- access to storage, AV, and set-up/reset support;
- governance structures (including committee-run versus centrally managed models);
- capacity for active facilitation and program coordination; and
- ability for regular users to access space consistently and maintain equipment or setup to support repeat programs.

In many cases, improving access, programming and operating models delivers greater benefit than additional floor space.

This evidence informed CIP actions relating to booking, allocation, access, utilisation monitoring and the assessment of program-ready space. It also explains why some network pressures may be addressed through operating changes rather than additional floor space.

6.4 Partnerships, accommodation and property considerations

The consolidated provider schedule in **Appendix A** demonstrates that non-Council facilities form a substantial and enduring component of the Community, Libraries and Cultural Spaces network. Their distribution across nearly every suburb has important implications for how this network is planned, prioritised and supported.

Key considerations for network planning include:

- **Capacity is distributed, not centralised.**
  In many locations, community participation is supported through a combination of Council and non-Council spaces rather than a single anchor facility. Clusters of facilities are better able to support multiple community needs, because different spaces can be used for different activities at the same time. This also makes it easier to share spaces between users, rather than relying on a single building to meet all needs.
- **Partnerships function as an infrastructure response.**
  In some contexts, improving access arrangements, governance settings or shared-use agreements with non-Council providers may deliver better outcomes than direct Council investment in new built assets.
- **Diversity of provision is a strategic strength.**
  Faith-based, cultural and not-for-profit organisations often provide environments and operating models that are highly valued by specific cohorts, including older adults, young people and culturally affiliated communities, and are not easily replicated through standardised Council facilities.
- **Place-based variation matters.**
  The relative balance between Council and non-Council provision differs by suburb, reinforcing the need for locally responsive approaches rather than uniform service or infrastructure solutions.

These factors mean that future actions for this network must consider how Council enables, supports and partners with non-Council providers, not only how it manages its own physical asset base.

Service-based not-for-profit providers

A small number of service-based not-for-profit organisations play a critical role in supporting wellbeing, inclusion and early intervention across Glen Eira, particularly for residents experiencing vulnerability or hardship. These organisations form an essential part of the functional service network that the report seeks to support.

These providers typically deliver a mix of services such as:

- information, advice and referral across housing, health, welfare and legal systems;

- emergency relief and material aid;
- financial counselling and support programs;
- casework and advocacy; and
- support for social connection, volunteering and community capacity building.

In addition to direct service delivery, organisations of this kind strengthen the broader service ecosystem by supporting participation, reducing isolation and connecting residents to a wider network of supports.

Some providers operating in Glen Eira — including *Community Information and Support Victoria (CIS Glen Eira)* — illustrate how these services function in practice. However, the report is concerned with the role of this broader group of service-based organisations, which:

- rely on a mix of funding, accommodation and partnership arrangements with Council;
- deliver outcomes that align strongly with Council's wellbeing objectives; and
- do not neatly fit a traditional "facility tenant" model.

Council support and policy alignment
Council's support for service-based not-for-profit providers typically includes a combination of:

- service funding; and
- access to Council-owned accommodation, often on a subsidised basis.

These arrangements demonstrate that non-asset mechanisms — such as funding, partnerships and service agreements — can be as important as physical infrastructure in delivering network outcomes, consistent with the service-led approach outlined in Part A.

Council's **Strategic Property Plan** and **Leasing and Licensing Policy** provide the broader policy context for decisions about Council-owned accommodation.

For community service providers, accommodation questions may involve more than a tenancy. They can affect service continuity, access and the ability to support people experiencing vulnerability. At the same time, accommodation arrangements create property, financial, governance and asset responsibilities for Council.

This evidence supports assessing service outcomes, accommodation needs and Council's appropriate role together, rather than assuming that Council-owned or commercially leased space is always the required response.

Planning implications

The evidence shows that:

- **non-Council providers are an important part of the network;**
- **support for a service outcome does not always require Council to provide a building;**

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- **funding, grants, access, shared use and partnerships can form part of the infrastructure response;**
- **accommodation decisions need to consider service continuity and functional requirements as well as property and financial responsibilities; and**
- **Council-owned buildings should be assessed for suitability and network contribution before new accommodation commitments are made.**

These findings informed the CIP recommendations relating to Council's support model, partnerships, community accommodation and access to facilities.

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Subnetwork evidence and analysis

This part presents the detailed evidence for each subnetwork. Each section considers:

- the subnetwork's role;
- demand and access;
- utilisation and operating arrangements;
- benchmarking, where relevant; and
- planning implications.

The sections do not establish separate recommendations. The corresponding directions and actions are contained in the Community Infrastructure Plan.

7.1 Libraries, Arts and Culture

Role in the network

Libraries and civic cultural facilities are important and highly accessible parts of Glen Eira's community infrastructure network. They support learning, creativity, cultural expression, participation and social connection across different life stages.

These facilities also play an important role for people experiencing financial, digital or social barriers to participation by providing affordable access to information, technology, programs, study areas, cultural activity and shared public space.

Unlike single-purpose facilities, libraries and cultural spaces operate through a combination of:

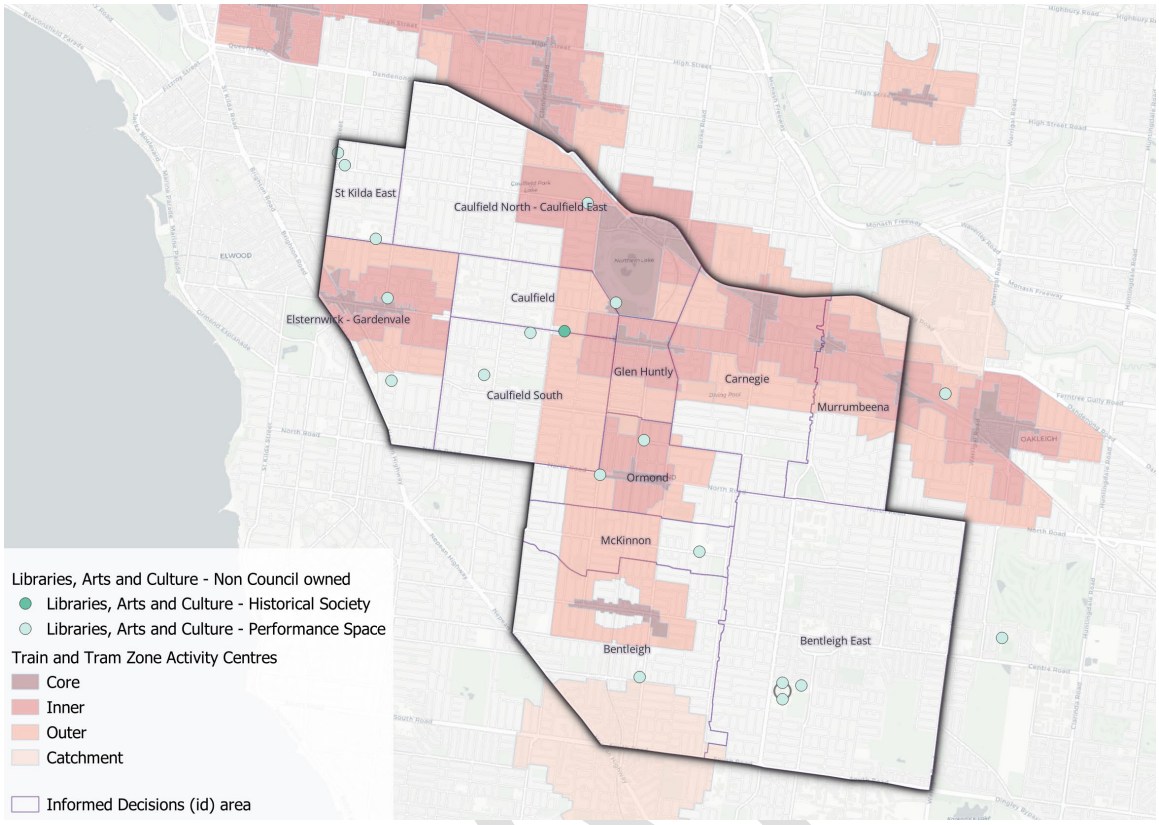
- physical facilities;
- programs, exhibitions, performances and events;
- partnerships and community participation;
- digital services and collections; and
- informal use that does not require participation in a scheduled program.

Performance across this subnetwork is therefore influenced by more than facility numbers or floor area. Location, opening hours, room configuration, accessibility, programming, visitor experience and operating arrangements all affect how facilities are used.

Glen Eira's arts and cultural program is primarily delivered through the Town Hall civic and cultural precinct, libraries, outdoor locations and selected external venues. Council's principal civic cultural facilities include the Glen Eira City Council Gallery, Auditorium and Theatrette within the Town Hall precinct.

The map below shows relevant non-Council facilities that also contribute to arts, cultural, performance and heritage activity. The Glen Eira Historical Society is included as a community organisation supported through Council accommodation arrangements. Inclusion on the map does not indicate that a facility is generally available for public use or that Council relies on it to meet a defined service requirement.

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Demand and access

Demand for libraries and arts and cultural spaces reflects broader population, housing and participation changes, but presents differently across each function.

Libraries

Library demand is influenced by:

- continued use of physical and digital collections;
- demand for quiet and group study;
- digital access and support;
- lifelong learning and community programs;
- informal use and social connection;
- activities for children, families and young people; and
- access to affordable indoor public space.

Demand varies throughout the day and year. After-school periods, evenings, weekends and examination periods can create significant pressure, particularly where study, programs, meetings and informal use compete for the same spaces.

Arts and cultural participation

Demand for arts and cultural spaces is more closely linked to the timing, type and location of exhibitions, performances, festivals, workshops and civic events.

Participation is affected by:

- the quality and diversity of programming;

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- the profile and accessibility of artists and events;
- venue location and public transport access;
- event timing and seasonal conditions;
- the availability of suitable exhibition, performance and workshop spaces;
- marketing and community awareness;
- affordability;
- accessibility and inclusion; and
- the broader visitor experience before and after an event.

Attendance can vary significantly between years because of programming choices, weather and the timing of major programs. This means annual attendance should be considered alongside the scale, diversity and reach of the program rather than as a standalone measure of performance.

Arts and cultural activity in 2025–26

Council delivered a substantial arts, cultural, history and heritage program during 2025–26.

Arts and cultural events

The program included:

- 23 Storytelling Festival events, involving more than 60 performing artists;
- three Storytelling Festival workshops;
- one facilitated Brighton Cemetery tour;
- 12 other arts and cultural events, including large and small concerts, indoor and outdoor performances and National Reconciliation Week activities;
- approximately 300 performers, facilitators and speakers involved in the broader arts and cultural events program;
- the Anzac Day civic event, involving approximately 25 performers;
- two history and heritage workshops; and
- three tours facilitated by Council's history and heritage staff.
- Across Council's events, Storytelling Festival and history and heritage programs, approximately 387 performing artists, facilitators and speakers contributed to activities during the year.

Public attendance at Council's arts and cultural events was approximately 20,364 in 2025–26.

Attendance was around 6,000 lower than in previous years. Factors contributing to this included:

- a deliberate change to the *Under the Stars* program, using emerging artists to test opportunities to reach a younger audience; and
- cold and wet conditions affecting two *Groove and Graze* events.
- The timing of the Storytelling Festival also affects year-to-year reporting because the program extends across June and July. Attendance at the June and July 2026 festival was approximately twice that of the previous festival, indicating increased interest in that program.

These results demonstrate that arts and cultural attendance is influenced by programming, audience development, seasonal conditions and the timing of events. Attendance figures

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should therefore be interpreted within the context of the overall program rather than used as a direct measure of infrastructure demand.

Glen Eira City Council Gallery

The Glen Eira City Council Gallery is Council's principal visual arts venue and an important component of the Town Hall civic and cultural precinct.

During 2025–26:

- the Gallery recorded 39,131 visits, an increase of more than 25 per cent from the previous year;
- 16 exhibitions were presented, featuring work by approximately 800 artists;
- 28 workshops were delivered;
- 11 performances involved approximately 19 musicians;
- nine talks and tours were held; and
- the Gallery hosted 18 other events.

The figures show that the Gallery functions as more than an exhibition venue. It supports visual arts, live performance, creative learning, public programs, artist participation and community events.

The increase in Gallery visitation indicates strong and growing engagement with the Gallery program. However, visitation figures do not show how long visitors remain in the precinct, whether visits extend to other civic and cultural spaces or the extent to which the broader Town Hall environment supports a complete cultural experience.

Visitor experience and cultural activation

The Glen Eira Town Hall precinct accommodates the Gallery, Auditorium, Theatrette, civic events and a range of meeting and function spaces. It is Council's principal civic and cultural destination.

Feedback from Council's cultural programming staff identifies the limited availability of hospitality and food and beverage options nearby, particularly after normal business hours, as a potential barrier to audience growth and extended use of the Gallery, Auditorium and Theatrette.

Contemporary galleries and cultural venues increasingly consider complementary hospitality and social spaces as part of the visitor experience. These uses can provide opportunities for visitors to:

- meet before or after an event;
- remain in the precinct for longer;
- participate in more than one activity;
- connect informally with other visitors, artists and performers; and
- combine cultural participation with a broader social experience.

The Gallery's increased visitation and the scale of Council's annual events program provide a stronger evidence base for investigating how the Town Hall precinct could better support cultural participation and visitor experience.

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Further assessment would be required to determine:

- the nature and scale of any food and beverage offer;
- the relationship with Gallery, performance and civic programming;
- whether the offer would operate permanently or only during events;
- the suitability of existing spaces;
- heritage, building and accessibility requirements;
- licensing and food-safety requirements;
- commercial and operational feasibility; and
- whether delivery would be led by Council or an external operator.

The evidence supports further investigation but does not determine a particular facility, operating model or investment outcome.

Utilisation and operating model evidence

Libraries are among Glen Eira's most consistently used community facilities. They support:

- quiet and group study;
- physical and digital collections;
- digital access;
- lifelong learning;
- programs and events;
- meetings and community use; and
- informal social connection.

Pressure within libraries is influenced by:

- location and proximity to activity centres and public transport;
- library opening hours;
- internal room mix;
- the accessibility and flexibility of spaces;
- the ability to accommodate several uses at the same time;
- demand during after-school, evening and examination periods; and
- the availability of spaces that can support regular programs alongside informal use.

Recent service data indicates sustained growth:

- average monthly physical and digital loans increased from 84,776 in 2022–23 to 104,981 in 2025–26, an increase of approximately 24 per cent; and
- average monthly visits increased from 37,703 to 50,367 over the same period, an increase of approximately 34 per cent.

Program delivery has also increased across most branches, particularly at Caulfield and Elsternwick.

Utilisation remains uneven within larger rooms and specialised spaces. Some large function and event spaces record lower use outside scheduled programs, while smaller, flexible rooms can experience regular demand.

This points to differences in room type, suitability and operating arrangements rather than a simple surplus or shortage of space. Detailed utilisation data is provided in Appendix B.

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Benchmarking
Benchmarking provides a useful comparison of Glen Eira's provision with other municipalities but must be interpreted cautiously.

Facility counts and floor-space ratios do not show:

- whether a facility is in an accessible location;
- the quality and suitability of its spaces;
- when it is open;
- whether it can support several uses at the same time;
- the strength and diversity of its programming;
- whether it is affordable and welcoming; or
- whether it serves a local, municipal or regional catchment.

Detailed benchmarking is provided in Appendix C.

Libraries
Libraries in neighbouring municipalities and institutions provide additional options within the wider metropolitan network. However, they do not replace the everyday role of Glen Eira's libraries.

Local libraries provide reliable access to collections, study areas, digital services, programs and community spaces. The strong growth in visits and loans indicates that Council-owned libraries remain important local access points despite the presence of external libraries within reasonable travel distance.

Library benchmarking therefore needs to be considered alongside:

- current and forecast visitation;
- program demand;
- room mix;
- location;
- opening hours;
- accessibility;
- service planning; and
- opportunities for integration with other civic and community functions.

Galleries and exhibition spaces
Numerical benchmarking indicates lower municipal provision when Glen Eira is compared with a simple population-to-gallery ratio. However, this does not account for:

- the number and scale of Gallery spaces within a facility;
- programming intensity;
- exhibition quality and duration;
- annual visitation;
- participation by artists;
- associated workshops, performances, talks and events; or
- access to specialist and regional galleries outside Glen Eira.

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The Gallery's 39,131 visits, 16 exhibitions and participation by approximately 800 artists in 2025–26 provide more meaningful evidence of its current role and performance than facility counts alone.

The benchmarking does not, by itself, establish a case for an additional standalone gallery. Future decisions would require consideration of service role, programming, visitation, facility suitability, operating costs and opportunities within the Town Hall civic and cultural precinct.

Theatres and performance spaces

Seat-based benchmarking indicates lower provision than some metropolitan comparisons. However, performance spaces are influenced heavily by:

- programming;
- technical capability;
- audience capacity;
- venue management;
- partnerships;
- costs;
- accessibility; and
- the availability of school, private and regional venues.

Council's annual program demonstrates that cultural participation occurs across indoor, outdoor and temporary settings and is not limited to a dedicated theatre.

Simple seat or building targets should therefore not be used to establish a need for additional performance infrastructure without a defined service role, program need and feasibility assessment.

Glen Eira Historical Society

The Glen Eira Historical Society has a distinct role within the libraries, arts and culture subnetwork as the principal community custodian of Glen Eira's local history collection.

Its functions include:

- caring for local historical records and collections;
- responding to public and research enquiries;
- supporting the interpretation of Glen Eira's history and heritage;
- contributing to digitisation and public access initiatives; and
- supporting Council's broader history and heritage functions.

This role differs from that of a conventional community tenant. Accommodation for the Historical Society raises issues relating to:

- long-term collection stewardship;
- appropriate environmental and storage conditions;
- public and research access;
- workspace and collection management;
- integration with library, civic and cultural services;
- service continuity; and
- alignment with Council's property and accommodation policies.

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The Historical Society currently operates from commercially leased premises. This arrangement should be considered in the context of the Society's stewardship function, the suitability of the accommodation and Council's broader policy position concerning long-term commercial leasing for third-party organisations.

Further analysis is required to identify a suitable long-term accommodation pathway. This should consider opportunities within Council-owned civic or library facilities, collection requirements, public access, operational arrangements, cost and timing.

Implications for planning

The evidence indicates that:

- **libraries are highly used civic facilities supporting learning, digital access, programs, study, cultural participation and social connection;**
- **library demand is growing, with pressure influenced by location, room mix, program requirements and peak-time use;**
- **library planning needs to consider flexible spaces, concurrent activities, operating arrangements and integration with other community and civic functions;**
- **Glen Eira's arts and cultural program supported approximately 20,364 public attendances and involved approximately 387 performing artists, facilitators and speakers in 2025–26;**
- **the Gallery recorded 39,131 visits, an increase of more than 25 per cent, and presented 16 exhibitions involving approximately 800 artists;**
- **Gallery activity extends beyond exhibitions to workshops, performances, talks, tours and other events;**
- **annual event attendance can vary because of programming decisions, weather and the timing of major programs;**
- **the Town Hall precinct has opportunities to provide a more integrated cultural and visitor experience, including investigation of complementary food and beverage facilities;**
- **numerical benchmarking does not independently establish a need for new standalone gallery or performance infrastructure;**
- **the Glen Eira Historical Society requires a fit-for-purpose accommodation pathway that recognises its collection stewardship and public access functions; and**
- **future library and cultural facility planning should be coordinated with wider civic precinct, service and community hub planning.**

These findings informed the libraries, arts and culture directions and recommendations contained in the Glen Eira Community Infrastructure Plan 2026–2030.

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7.2 Older Adults

Network snapshot (Council and key spaces supporting older adults)

Facility type	Provision
Dedicated older adult centres	5 (Bentleigh, East Bentleigh, Caulfield South, Ormond, Moorleigh – older adults wing)
Libraries and civic spaces used by older adults	4 libraries + civic precinct (Caulfield)
Community and program spaces (incl. hubs, halls, pavilions)	Distributed network supporting programs and activities
Non-Council provision	U3A, neighbourhood houses, clubs, faith-based and community venues

Role in the network

Spaces supporting older adults play a key role in:

- social connection;
- participation and lifelong learning; and
- health and wellbeing across later life stages.
- They provide familiar and trusted environments for group activity, learning and cultural connection.

Importantly, participation by older adults is supported through a network of places, not solely through dedicated centres.

Council therefore acts across multiple roles — as provider of infrastructure and services, and as an enabler of participation through access arrangements, grants, partnerships and programming.

Demand and access signals

By 2046, more than 35.7 per cent of Glen Eira residents are forecast to be aged 50+, with the strongest growth in the 70–84 and 85+ cohorts. The suburbs forecast to have the highest proportions of residents aged 50+ include Bentleigh, Bentleigh East, McKinnon, Murrumbeena and Ormond.

Changing participation patterns

Evidence from a background research undertaken by Council into older adults highlights that the needs and expectations of older residents are evolving. While existing centres remain highly valued, emerging and younger older adults are demonstrating different participation patterns, including:

- stronger interest in learning, skills and wellbeing activities, rather than only traditional social programs;
- increased participation in community learning, digital access and structured programs (for example U3A and adult learning);
- increased interest in remaining well and physically active; and
- preference for flexible, informal and socially connected environments, rather than fixed, single-purpose settings.

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This reflects broader demographic trends, including higher proportions of people living alone or in smaller households, and increasing reliance on community spaces to support social connection, wellbeing and participation

How future older adults will access "daily life" matters
Participation by older adults is increasingly aligned with the places they already go for everyday needs — including medical appointments, errands, libraries and meeting friends for coffee — which are concentrated in activity centres and accessible civic settings.

This reinforces why hubs and activity centre-based locations are well aligned with ageing in place: they bundle services, reduce travel friction, and support participation across the day. They also create opportunities for intergenerational interaction, where spaces, programs and informal use bring together people of different ages through shared activities, learning, and everyday presence in civic and community settings.

Emerging older adults are already demonstrating this shift through strong uptake of learning, wellbeing and social participation models such as U3A and community learning. For example, Bentleigh U3A delivered 175 courses for 1,124 members in 2024/25, and also operates from Moorleigh. Adult learning data similarly shows strong participation in the 60–79 cohort.

This means the older adults network must increasingly support:

- learning and wellbeing activity alongside traditional social programs;
- more flexible participation pathways across hubs, libraries and learning settings; and
- culturally safe participation for established cohorts, alongside access for new and emerging groups.

Utilisation and operating model evidence
Council's older adults Centres are well utilised, with several operating close to practical capacity during peak weekday hours. Long-standing allocations support continuity and culturally safe participation but limit flexibility (refer **Appendix B – Older Adults Centre utilisation**).

- Indicative utilisation includes:
  Bentleigh: 79.07 per cent;
- Ormond: 73.46 per cent;
- East Bentleigh: 55.33 per cent;
- Caulfield South: 47.25 per cent.

The evidence indicates that constraints relate less to total floorspace and more to how access is governed and managed in practice. Older Adults Centres are currently characterised by allocated and effectively exclusive use, with no bookable community access for new groups through standard venue pathways.

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Consistent with Councils background paper findings, these arrangements reflect long-standing use patterns and strong community attachment, but can also limit entry for new or emerging groups and reduce the diversity of activities available, particularly as participation preferences change.

These governance and access issues matter because they interact directly with the shift in older adults' preferences. Future older adults are likely to expect:
• easier entry points;
• more diverse activities (learning, wellbeing, intergenerational); and
• participation that aligns with activity centres and everyday travel patterns.

Benchmarking context
Benchmarking indicates Glen Eira provides more older adult centre space per target population than comparable councils. At the same time, leading practice is shifting toward multipurpose, hub-based and increasingly intergenerational models.

Both benchmarking and Council's background analysis highlight a consistent sector direction: many councils are moving away from dedicated, single-purpose senior citizens centres toward multi-use, intergenerational facilities, reflecting changing expectations of older adults and the need for more flexible, inclusive and sustainable models of provision.

This does not diminish the value of current centres — it reinforces that the strategic issue is not "more space", but whether the existing model remains aligned to future demand, access patterns and opportunities for shared and intergenerational participation.

Implications for planning

The evidence indicates that:

- **Glen Eira does not have a demonstrated quantitative shortage of dedicated older adults space;**
- **existing centres remain highly valued and support established social and culturally specific participation;**
- **allocation, fees, access and governance arrangements affect equity and the ability of new and emerging groups to participate;**
- **some emerging cohorts may seek a broader mix of learning, wellbeing, physical activity and intergenerational programs;**
- **activity centres, libraries, hubs and community learning settings may provide additional participation pathways;**
- **changes affecting established groups require careful engagement, cultural safety and transition planning; and**
- **service planning should precede major decisions about renewal, relocation or future facility models.**

These findings informed the CIP recommendations concerning equitable access, the future service approach for older adults, age-friendly improvements and longer-term facility planning.

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7.3 Young People

Role in the community infrastructure network

Youth services support young people aged 10–25 to participate, connect and thrive, with outcomes focused on wellbeing, inclusion, belonging, creative expression and positive transition to adulthood.

Within Glen Eira's community infrastructure network, youth outcomes are delivered through:

- targeted programs (including school holiday programs, transition support and creative activities);
- informal and drop-in engagement;
- within schools;
- use of shared civic infrastructure, particularly libraries and activity-centre-based venues.

Council contributes through direct youth service delivery and through access to facilities, partnerships and shared community spaces, with youth services relying heavily on fit-for-purpose space, timing, visibility and operating flexibility rather than standalone facilities alone.

Demand and participation signals

Demand for youth services in Glen Eira has been steady over the past 3–5 years and is expected to increase as youth populations grow in and around activity centres.

Participation patterns show that:

- demand peaks after school, evenings and during school holiday periods;
- young people value informal, welcoming and non-programmed space in addition to structured activities;
- participation is strongly shaped by independent access, particularly public transport, walkability and safety;
- visibility and proximity to other civic services (libraries, community facilities, cultural spaces) supports engagement; and
- access to support services and targeted programs — including wellbeing, early intervention and youth support services — is an important factor, particularly for young people requiring additional support or connection pathways.

These signals align with Part A's broader findings that youth demand is time-based, cohort-specific and place-dependent.

Fit-for-purpose and operating model constraints

The most significant constraint on youth outcomes in Glen Eira is not lack of demand, but limitations in how youth services are currently accommodated and operated.

Key constraints include:

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Youth Services operating from a single shared boardroom-style space (capacity ~35), limiting program scale and preventing concurrent activities (refer **Appendix 2 – utilisation and room capacity context**).

Inability to provide:

- casual drop-in and informal use;
- outdoor or active programs;
- life skills and extended group activities; or
- larger-scale or overlapping sessions.

Dependence on shared library space, resulting in:

- advance-only bookings;
- access restricted to library opening hours;
- limited storage and lack of youth-specific fit-out; and
- routine displacement of youth activity during exam periods to prioritise study space.

These constraints illustrate a broader issue visible across Part B: spaces described as "shared" or "multi-purpose" do not always function effectively for all cohorts in practice, particularly where youth-appropriate design, governance and priority access are absent.

Place and access considerations

Youth access is particularly sensitive to location. Young people must be able to reach services independently, without reliance on private transport.

Current participation draws primarily from:

- suburbs along the Frankston rail corridor; and
- areas within walking distance of activity centres.

This reinforces the importance of activity-centre-based youth provision, both in Bentleigh and potentially in other centres (e.g. Carnegie), where youth participation can be embedded within broader civic environments rather than isolated delivery models.

Implications for planning

The evidence indicates that:

- **current youth provision is constrained by the size, configuration and operating arrangements of the existing Bentleigh space;**
- **access to shared library space can be disrupted during peak study and examination periods;**
- **young people require accessible locations that can be reached independently;**
- **informal and drop-in activity requires different design and operating arrangements from booked programs;**
- **a combination of dedicated, shared and outreach delivery may be required; and**
- **broader service planning is needed before long-term infrastructure or location decisions are made.**

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These findings informed the CIP recommendations relating to interim improvements at Bentleigh, continuity during peak demand periods and review of the longer-term youth service model.

7.4 Community and Program Spaces

Role in the community infrastructure network

The Community & Program Spaces network comprises Council-owned bookable and multipurpose spaces (including within libraries, civic buildings, halls and pavilions), alongside extensive non-Council provision such as schools, faith-based venues, clubs and not-for-profit facilities.

Community and program spaces play an important role in supporting community cohesion, participation and local connection. Although often described as rooms, halls or bookable venues, their value lies in the activity they enable. They provide the setting for residents to meet, organise, learn, volunteer, celebrate and access support.

A broad range of community groups and organisations rely on affordable and accessible meeting spaces to operate. This includes cultural groups, older adults groups, arts and hobby groups, wellbeing programs, children and family activities, social support services and resident-led organisations. For many groups, reliable access to suitable space is essential to maintaining programs, building membership and supporting volunteers.

Council's support for community groups through venue provision, subsidised access, facility hire arrangements and grants reflects the enabling role these spaces play. The benefit of these venues extends beyond individual bookings. Fit-for-purpose community spaces help reduce isolation, strengthen local networks, support inclusion and build local capacity.

For this reason, the planning task is not simply to determine whether Glen Eira has enough rooms in aggregate. It is to understand whether the right types of spaces are available, accessible, affordable and suitable for the groups and programs that depend on them. This means assessing community and program spaces as social infrastructure, not only as hireable floor area.

A key distinction within this network is between **bookable space** and **program-ready space**.

While bookable space supports casual and one-off use, many community outcomes depend on access to repeatable, program-based space, where groups can:

- use a space consistently over time;
- configure it for specific activities; and
- store materials and equipment in a way that supports ongoing delivery.

This type of use requires a higher level of functional suitability, including layout, storage, accessibility and operating arrangements that minimise the need for frequent "bump in, bump out", and enable consistent program delivery over time — including for early years activities where applicable.

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As a result, the performance of this network is shaped not just by availability of rooms, but by whether spaces can reliably support ongoing programs and sustained community use in practice.

This sub-network also includes Neighbourhood Houses, recognising their role as place-based, program-driven community facilities that actively support learning, inclusion and community development. While Neighbourhood Houses are distinct from passive bookable venues, they operate within — and rely on — the wider ecosystem of rooms, halls and shared spaces, particularly where program demand exceeds the capacity of their core premises.

Benchmarking and targets
Benchmarking and provision targets indicate that, at a municipal level, Glen Eira does not face a clear quantitative shortfall in community and program spaces. Overall provision is broadly consistent with, or exceeds, comparable councils and does not, in itself, justify new standalone community facilities in most locations.

However, benchmarking also demonstrates that aggregate venue or floorspace counts are an insufficient measure of performance. Contemporary benchmarks increasingly emphasise:

- the mix and adaptability of rooms;
- suitability for different group sizes and uses; and
- the location and ability of spaces to support multiple programs across the day and week.

Key benchmarking findings for this network
(refer Appendix C – Benchmarking tables)

Benchmark area	Key finding	What this means
Small meeting rooms	Modelling against a target of 1 small room per 15,000 residents indicates a current shortfall of approximately 3.5 rooms, increasing to approximately 4.8 by 2036, concentrated in the north-west and north-east of the municipality.	There is a clear gap in small, flexible rooms that support regular programs, meetings and community use.
Community venues (overall)	Against a target of 1 venue per 7,500 residents, Glen Eira shows a surplus of approximately 13 venues, reducing to approximately 10.5 by 2036.	The issue is not the overall number of venues, but how well they function — particularly room mix, suitability and access settings.
Neighbourhood Houses	Current provision is approximately 1 per 39,407 residents, compared to an	This indicator must be interpreted cautiously. Provision is determined by State Government designation

	aspirational benchmark of 1 per 21,000, indicating an apparent shortfall of approximately 3.5 now, increasing to approximately 4.4 by 2036.	and funding programs, not simply the availability of Council-owned space. It does not translate into a need for Council to deliver additional standalone facilities.

Benchmarking functions as a sense-check only. For this sub-network, it primarily points to qualitative and spatial mismatch — particularly a shortage of fit-for-purpose small and medium flexible rooms in the right locations — rather than a simple supply deficit.

Utilisation

Utilisation data for Council-owned bookable community and program spaces should be interpreted cautiously. Current data capture is relatively fragmented, reflecting legacy booking systems, inconsistent recording practices across venue types (including pavilions), and limited ability to extract consolidated, repeatable utilisation metrics (refer **Appendix B – utilisation data**). Utilisation percentages also depend on assumed available hours and do not measure unmet demand, suitability or the community value of use. They should therefore be read as one source of evidence rather than a definitive measure of performance.

Despite these limitations, the utilisation evidence is directionally consistent with qualitative insights from staff and service providers:

- some spaces are underused overall, while a smaller number of rooms and locations are consistently in high demand; and
- pressure is driven by room type, location and operating settings, not by absence of demand.

Across the network, utilisation varies markedly by space type and location. In aggregate:

- many bookable rooms, halls and pavilions operate well below practical capacity, with numerous spaces recording utilisation below 30 per cent, and some below 10 per cent;
- at the same time, a smaller number of rooms operate at or near capacity, particularly those that are flexible, well located and aligned with repeat program delivery.

This indicates that:

- there is substantial **latent capacity** across the network; and
- low utilisation does **not** equate to low community need.

Under-utilisation is most commonly driven by:

- functional constraints (room size, layout, storage, kitchens, accessibility and AV);
- limited flexibility or modularity;
- operating and booking model settings (including time fragmentation and legacy allocations);

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- governance and access arrangements that favour established users; and
- location, low visibility or lack of confidence among potential users.

Spatial pattern of performance
When viewed spatially, a clear pattern emerges across Glen Eira.

Areas of persistent under-utilisation are most evident in (refer **Appendix B – Bookable room utilisation**):

- civic and larger-format venues, particularly within the Caulfield Civic Precinct, where multiple meeting rooms and function spaces record low utilisation outside limited programmed uses; and
- local halls and pavilions in established residential areas (including Caulfield North, Caulfield East, Glen Huntly, McKinnon and parts of Murrumbeena), where rooms operate well below practical capacity.

In these locations, under-utilisation is systemic rather than incidental, driven by suitability and operating model issues rather than lack of demand. Collectively, these spaces represent latent capacity that could better meet community needs through improvements to functional fit-for-purpose and changes to operating and booking arrangements, without increasing overall supply.
Localised pressure points, by contrast, are concentrated in a small number of locations and room types, particularly where spaces are:

- flexible and adaptable;
- embedded within activity centres; and
- actively programmed or co-located with complementary services.

These pressure points consistently reinforce the value of fit-for-purpose rooms in the right locations, rather than a general shortage of venues.

For Neighbourhood Houses, “pressure by place” manifests differently. Demand is closely tied to program delivery requirements — including repeat classes, learning environments, childcare and community development activity. Where core premises are constrained, Neighbourhood Houses cannot simply shift to any vacant room without losing critical functional requirements such as storage, fit-out, accessibility, consistency of use and a sense of belonging. This underscores why optimisation across the broader network must be deliberately designed to support program providers, not merely increase passive hire hours.

Neighbourhood Houses — role, tenure and constraints
Neighbourhood Houses play a critical role in supporting lifelong learning, social connection, inclusion and local capacity building across Glen Eira. They deliver accessible, place-based programs including adult education, English language learning, early learning, women’s programs, arts, wellbeing and social support, often serving cohorts experiencing isolation, language barriers or cost-of-living pressures.

All four Neighbourhood Houses report increased demand over the past 3–5 years (refer **Appendix C – benchmarking context**):

- Caulfield South and GEALC are operating at or near capacity;

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- Godfrey Street is experiencing moderate but growing pressure; and
- Moongala anticipates future growth, with emerging access and facility constraints.

Their mixed tenure profile (Council-owned, leased and State-owned premises) directly affects Council's ability to address infrastructure constraints, manage risk and plan for long-term continuity.

Where capacity constraints arise, Neighbourhood Houses are already utilising other community infrastructure to support program delivery, including Council-owned community rooms, libraries and civic spaces where suitable space is available. This reflects both the strength of the broader network and a key constraint — as not all available rooms meet the functional requirements of program-based delivery (e.g. storage, fit-out, consistency of access and identity).

This pattern reinforces the need to plan community and program spaces as an integrated system, ensuring that suitable, program-ready spaces are available across the network to support both Neighbourhood Houses and other community providers.

Interface with Pavilion Planning and Design
Sport and recreation pavilions are guided by relevant Council strategies outside of the *Community Infrastructure Plan*. These strategies already establish a direction toward adaptable, accessible facilities that can support a broader mix of community use beyond core sporting functions, where appropriate.

This *Community Infrastructure Plan* does not revisit those strategies. Instead, it highlights a consistent implementation challenge across the network.

While many pavilions are designed with fit-for-purpose, program-ready shared use intent, this has not consistently translated into spaces that function effectively for small-mid scale, non-sport community use in practice.

Utilisation, benchmarking and functionality evidence indicates a growing need for fully usable small to mid-size rooms (approximately 20–50 people) that can support community programs, learning, wellbeing and intergenerational use.

Where flexibility is not well resolved — for example:
• operable walls without independent access;
• limited or shared storage;
• poor acoustics or AV access; or
• layouts that do not support concurrent or consistent use —
spaces remain technically "multipurpose" but operationally constrained.

This is particularly evident where spaces are available for booking but are not configured to support repeatable program use, including the ability to:
• access storage;
• maintain room setup where appropriate; and
• reliably support ongoing activities over time.

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The therefore should not be on increasing the number of venues, but on:
• expanding how existing pavilion spaces are used; and
• improving their functional performance and usability so they can support a broader range of community activities in practice.

This also highlights the importance of how these facilities are defined and presented within the network. While many recent pavilion redevelopments have incorporated community use, this is not always clearly reflected in how facilities are named or understood.

Over time, there is an opportunity to more consistently position these facilities as community-accessible spaces — particularly where they support a broader mix of activities beyond sport — including through clearer naming, design standards and operating expectations.

However, this requires corresponding improvements to:
• fit-for-purpose design;
• room functionality and usability; and
• booking and access arrangements
to ensure spaces are genuinely usable for community activities, particularly ongoing program-based use, not just in principle but in practice.

Implications for planning

The evidence indicates that:

- **Glen Eira does not have a clear overall shortage of community venues;**
- **demand is concentrated in particular locations, times and room types;**
- **available or bookable space is not necessarily suitable for repeat programs;**
- **a shortage of program-ready small and medium spaces can coexist with lower use of other rooms;**
- **improving utilisation requires changes to facility configuration, information, booking, allocation and governance;**
- **Neighbourhood Houses may require access to suitable spaces beyond their principal premises as program demand grows;**
- **community-accessible rooms within pavilions represent potential network capacity, but their suitability and accessibility vary; and**
- **future investment should consider whether existing spaces can be adapted before additional facilities are contemplated.**

These findings informed the CIP recommendations concerning program-ready rooms, Neighbourhood House access, utilisation, integrated evidence, activity-centre hubs and the functional performance of multipurpose and pavilion-based spaces.

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Community hub evidence and analysis

Community hubs are increasingly recognised as better practice in community infrastructure planning because they respond to more than physical space needs. They support social connection, participation, inclusion and access to services, all of which are important foundations for health and wellbeing.

Australian evidence shows that loneliness and social isolation are associated with poorer mental and physical health outcomes. The *Australian Institute of Family Studies* defines social isolation as an objective lack of contact with other people, while loneliness is the subjective feeling that a person's relationships or connections are not meeting their needs. This reinforces the importance of local places that make it easier for people to connect, participate and access support.

This is also reflected in Victorian wellbeing policy. *Wellbeing in Victoria: A Strategy to Promote Good Mental Health 2025-35* identifies community connection, cultural safety and equity as essential to wellbeing. It also highlights the importance of connected communities, inclusive communities, access to natural and cultural spaces, and integrating wellbeing into the design of physical infrastructure.

Community hubs help translate these wellbeing objectives into practical local infrastructure. By bringing together services, programs, meeting spaces and informal gathering opportunities in accessible locations, hubs create more reasons for people to visit and more pathways into community life. Their value is not simply that services are co-located. Their value comes from making participation easier, reducing barriers to access and supporting relationships between residents, community organisations and service providers.

Australian hub evidence supports this approach. *Community Hubs Australia* describes community hubs as place-based and people-centred settings that build social cohesion, particularly for culturally diverse families and individuals. The National Community Hubs Program shows how hubs can help people connect with each other, engage with local services, participate in early years activities, practise English, volunteer and build pathways to learning and employment.

Neighbourhood Houses Victoria makes a similar point in relation to safe and welcoming community spaces. It identifies social connection as a protective factor for mental health and wellbeing, strengthening people's sense of belonging and supporting more resilient communities. This reinforces that successful hubs need more than shared rooms. They need inclusive design, active programming, trusted relationships and an operating model that helps people feel welcome.

Libraries are also an important part of this evidence base. Victorian public library sector work on health and wellbeing identifies libraries as places of knowledge and connection, contributing to social connection, mental wellbeing, physical health, digital inclusion and belonging. This supports Glen Eira's direction to use libraries as civic and community

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anchors within activity-centre hubs, rather than treating them as standalone book-based facilities.

For Glen Eira, this evidence supports a disciplined hub approach focused on fewer, better located facilities that are fit-for-purpose and capable of supporting shared, ongoing and program-based use in practice, and more actively managed places. In a land-constrained and cost-constrained municipality, the aim is not to continually expand the number of standalone facilities. It is to strengthen the places that can best support community connection, inclusion, program delivery and service access across the day and week.

This means community hubs should be understood as social infrastructure, not only as buildings. Their success depends on location, accessibility, flexibility, partnerships, programming and management. A hub approach is therefore most effective where infrastructure planning is aligned with service planning and where Council actively considers how spaces will be used, by whom, and with what support.

Refer to **Appendix D** for resources identified in this section.

8.1 Why hubs matter

In practical terms, contemporary community hubs perform three interlinked functions that are directly relevant to Glen Eira:

1. *Optimising limited land and assets*
   By concentrating multiple services and programs in fewer, better located places, hubs increase utilisation, reduce duplication and create capacity without expanding overall built footprint.
2. *Enabling service evolution and innovation*
   Flexible, shared spaces allow services to change how they operate, scale or integrate over time — responding to shifts in participation, demographics and expectations without requiring continual capital expansion.
3. *Supporting partnership-based delivery*
   Hubs provide a platform where Council and non-Council providers can co-locate, share use and deliver outcomes through mixed models of stewardship, facilitation and operation, rather than Council being the sole builder and operator.

In Glen Eira's land and financial context, hub models may provide opportunities to shift toward:

- fewer, better located, fit-for-purpose, program-ready shared use places that can support multiple cohorts across the day and week;
- stronger alignment between service intent, operating model and infrastructure;
- integration of key service systems, including early years services such as kindergarten and Maternal and Child Health, where aligned with network need and feasibility; and
- staged, lower-risk improvement pathways that avoid locking Council into unsustainable renewal and operating obligations.

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Importantly, this Network Plan does not specify a fixed hub model or final service mix. The role of this section is to establish why hubs are better practice, how they function at different scales, and how a disciplined hub hierarchy should be applied in Glen Eira to guide recommendations in the CIP .

What we mean by a community hub

Not every facility is — or should be — a hub, and not every large or popular site performs a hub function.

For the purposes of this Network Plan, a **community hub** is a place that deliberately combines four elements:

- Place — a legible, welcoming location that is easy to access, preferably walkable and well connected to public transport;
- Function — a defined role within the network (for example, higher-order services, multi-cohort programming or civic anchoring);
- Operating model — active management that enables shared use, programming and equitable access, rather than passive room hire alone; and
- Relationships and partnerships — a platform that supports Council, community organisations and other providers to deliver integrated or complementary outcomes.

Hub designation is therefore intentional and differentiated, informed by:

- the role of each activity centre within the broader hierarchy;
- population growth and service demand profiles;
- accessibility, land availability and redevelopment potential; and
- proximity to other hubs, including cross-boundary access.

This disciplined definition avoids two common planning errors:

1. treating every local facility as a "hub", creating duplication and unsustainable costs; and
2. assuming that large or popular *[1]destination sites can substitute for well located, multi-service community hubs.

Funding and delivery leverage

An additional consideration in Glen Eira's context is the potential to leverage external funding to support hub delivery where service integration aligns with State priorities. In particular, hubs that incorporate funded early years services — including kindergarten and Maternal and Child Health — may be eligible for capital funding assistance through Victorian Government programs such as the *Building Blocks Partnership* and related grants.

This creates a practical incentive to pursue integrated hub models that co-locate early years and community services, not only because they improve access and service outcomes, but because they can materially improve delivery feasibility and reduce

[1] Destination sites defined at Section 8.5

Council's capital burden. While such funding is competitive and not guaranteed, it reinforces the value of aligning hub planning with service system drivers and structuring projects in a way that supports partnership, co-investment and staged delivery.

8.2 What contemporary hub models show

Contemporary hubs vary significantly in size, service mix, ownership and operating model.

The case studies below were examined to identify lessons relevant to Glen Eira, rather than to provide templates for particular projects.

Common findings include:

- programming and activation are critical to performance;
- operating and governance models influence access and utilisation;
- libraries can act as effective civic anchors;
- a mix of formal services, programs and informal spaces can broaden participation;
- interim use and staged activation can help test demand before major investment; and
- co-location works best where service planning, design and management are coordinated.

Some locations should accommodate higher-order, multi-cohort civic functions; others should enable neighbourhood-scale access and participation; and some highly valued sites should be treated as destination or specialist assets, rather than expected to absorb network-wide demand.

This differentiation is fundamental to delivering net community benefit under constrained land and financial conditions. It also enables Council to **test, stage and refine service and operating models over time**, rather than defaulting to new facilities as pressure emerges.

Case Study 1
Balam Balam Place — Brunswick (Merri-bek City Council)
Activation-first delivery, staged investment and partnership operation
https://balambalamplace.com.au/

What it shows
Balam Balam Place illustrates how long-term Council stewardship, deliberate staging and a partnership-based operating model can underpin a contemporary community hub — without committing prematurely to a fixed service mix or built outcome.

Approach and staging
Merri-bek City Council purchased the former Brunswick secondary school site in 2010 and deliberately pursued activation ahead of redevelopment, appointing *These Are The Projects We Do Together (TPT)* in 2016 to manage and activate the site as *Siteworks*.
Over several years, interim activation was used to:

- test real demand across creative, cultural and community uses;

- build identity, trust and visibility; and
- generate utilisation and participation evidence that directly informed design priorities, governance decisions and the long-term hub role.

This approach reduced risk by allowing Council to learn before building, rather than locking into a predefined service model.

Operating and governance model

Balam Balam Place operates under a long-term agreement with TPT, with:

- a clear affordability and activation objective;
- Council subsidy to support cultural and community programming; and
- a mixed revenue approach combining accessible community hire with commercial and enterprise uses.

The model prioritises community benefit, utilisation and sustainability, rather than profit maximisation.



*Images taken during Glen Eira Council officer visit to site

Relevant lessons for Glen Eira

This example is not a template for scale or cost. It is included to demonstrate that:

- contemporary hubs can be delivered through long-term stewardship rather than one-off projects;
- activation before capital investment materially improves outcomes and reduces risk; and
- successful hubs rely on **deliberate operating and partnership models**, not buildings alone.

This is directly relevant to Glen Eira's activity-centre-led hub approach, where staged delivery and service testing are critical under land and financial constraints.

Case Study 2

Glenroy Community Hub — Glenroy (Merri-bek City Council)

https://www.merri-bek.vic.gov.au/living-in-merri-bek/community-services/glenroy-community-hub/

Library-anchored multiservice hub focused on equity, inclusion and everyday use

What it shows
Glenroy Community Hub demonstrates how a library-anchored, multiservice hub can function as a welcoming, inclusive community heart, supporting a broad range of cohorts through thoughtful co-location, design and operating integration.

Hub concept and intent
Developed on the site of a former primary school and opened approximately four years ago, Glenroy Community Hub was deliberately designed as a shared precinct of services and open space, with the library as the primary anchor.

The stated social aspiration of the hub is explicit:
to cultivate a stronger, more connected community by providing flexible, welcoming pathways to learning, health, wellbeing and participation for people of all ages and abilities.

Library as the anchor — not a standalone service
The library is the largest and most visible element of the hub, but it does not operate in isolation. It incorporates:

- creative maker space;
- recording studio and rehearsal space;
- a Youth Zone for teens and young adults; and
- a mix of quiet, social and flexible areas within a single footprint.

Design responses — including a neutral, universal palette and smaller "cosy" zones within the larger library space — allow multiple modes of use simultaneously.
Critically, the library's co-location with other Council services is central to the model.

Co-located Council and community services
Services located within or adjacent to the hub include:

- Library (anchor service)
- Customer Service Centre
- Maternal and Child Health services
- Kindergarten and childcare
- Immunisation services
- Playgroups
- Youth services
- Playground and outdoor recreation spaces

Additional spaces are leased to allied health providers and a Council-supported Neighbourhood House.
This clustering draws a much broader and more diverse user group into the hub, reinforcing the goal of equity and everyday access, rather than single-purpose visitation.

Design and operating insight
Operational experience confirms that co-location only works when service models and spatial design are aligned. While operational tweaks are inevitable over time, the Glenroy model demonstrates that multiservice hubs are better suited to contemporary community needs than standalone libraries or single-function facilities — particularly in activity centres and growth areas.

Relevant lessons for Glen Eira
Glenroy is included to reinforce that:

- libraries function most effectively as multi-service civic anchors, not isolated buildings;
- successful hubs are driven by equity, inclusion and everyday usability, not scale; and
- new builds make integration easier, but renewal and repurposing can achieve similar outcomes when guided by service needs, demand and location.

The case study demonstrates the potential for a library to anchor a broader mix of civic, early years, youth and community functions. It also shows that successful integration depends on coordinated service planning, spatial design and operating arrangements. The scale and service mix are not proposed as a direct model for Glen Eira.

8.3 Enablers: governance, leasing and access

The performance of hubs and shared facilities depends on who can access space, at what times, under what conditions and with what level of support.

Relevant enabling arrangements include:

- leasing and licensing;
- booking and allocation policies;
- fees and subsidies;
- staffing and opening hours;
- programming and activation;
- tenant and partner agreements;
- storage and setup arrangements; and
- governance of shared spaces.

Council's **Leasing and Licensing Policy** and **Strategic Property Plan** provide the policy context for property and tenure decisions. This network analysis highlights the need to align those decisions with service need, facility role and equitable community access.

8.4 Evidence informing different community facility roles

The Community Infrastructure Plan identifies different roles for municipal, activity-centre, local, specialist and destination facilities.

The table below summarises the Community, Libraries and Cultural Spaces network evidence that informed those roles. It does not independently assign or change a facility role and should be read with the Community Infrastructure Plan.

Centre or site	Key network evidence	Corresponding role in the Community Infrastructure Plan
Caulfield, including the	Caulfield performs a municipal-scale civic, cultural and community role anchored by Glen	**Municipal civic and community hub**

Centre or site	Key network evidence	Corresponding role in the Community Infrastructure Plan
Town Hall Civic Precinct	Eira Town Hall, the Gallery, Caulfield Library and Maternal and Child Health services. Residential growth within Caulfield is modest, but the precinct serves a much wider catchment influenced by civic functions, surrounding activity centres, Monash University and substantial non-resident use. Strong rail, tram and bus access reinforces its municipal role. The precinct contains both highly used facilities and underused rooms, creating opportunities to improve functionality, utilisation and coordination across existing assets.	
Carnegie	Carnegie is one of Glen Eira's most accessible and urbanised locations, with strong rail and bus connections, an established activity centre and continuing residential intensification. The Library and Community Centre precinct already serves local and wider catchments. Evidence indicates pressure on flexible, well-located spaces and opportunities to coordinate library, community and early years functions through future precinct planning.	**Activity-centre community hub**
Elsternwick–Gardenvale	Elsternwick–Gardenvale is one of Glen Eira's fastest-growing areas and has strong rail, tram and bus access. Growth is occurring across several cohorts, increasing demand for library, early years, cultural and community spaces. Existing community infrastructure is distributed across several sites, and some services rely on leased accommodation. The library precinct and nearby Council-owned land provide a potential focus for coordinated future planning, subject to feasibility.	**Activity-centre community hub**
Bentleigh	Bentleigh is an established and accessible activity centre containing a mature cluster of community facilities, including the library, youth spaces, older adults facilities and early years infrastructure. Forecast growth and increasing density are expected to place additional pressure on existing facilities rather than create a separate new focal point. The evidence highlights the importance of how	**Established community hub**

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Centre or site	Key network evidence	Corresponding role in the Community Infrastructure Plan
	current facilities function, adapt and work together.	
Murrumbeena	Murrumbeena has strong rail access and recently improved early years and community facilities. Growth is moderate and includes both families and older residents. Murrumbeena supports important local access, while its proximity to Carnegie influences the scale and role it performs within the wider network.	**Local community facility and network anchor**
Glen Huntly	Glen Huntly has strong rail and tram access but relatively few Council-owned community facilities. Forecast dwelling growth is modest, while the number of older residents is expected to increase. Its location provides access to facilities and services in nearby centres, particularly Caulfield and Carnegie.	**Network-supported local access area**
Bentleigh East	Bentleigh East is a large and dispersed suburb without direct rail access and is more reliant on buses and private vehicles. Its population includes continuing family demand and strong growth in older residents. Forecast dwelling growth depends significantly on the timing and scale of East Village, which remains uncertain. Residents also access services in Bentleigh, Carnegie and Moorabbin. This creates a need to consider local access, cross-boundary connections, existing facilities and the future contribution of East Village together.	**Network-supported local access area, subject to monitoring of East Village**
McKinnon	McKinnon is a small suburb with rail access, limited Council-owned community infrastructure and an increasing older population. Local participation relies on facilities such as McKinnon Public Hall and access to nearby Bentleigh and Ormond. The McKinnon Maternal and Child Health and kindergarten site is a significant parcel of Council-owned land near the station and may have potential to support a broader mix of community uses, subject to service planning, site assessment and future feasibility.	**Network-supported local access area**
Ormond	Ormond is a rail-accessible local centre experiencing moderate dwelling growth and a strong increase in older residents. Existing	**Network-supported local access area**

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Centre or site	Key network evidence	Corresponding role in the Community Infrastructure Plan
	community facilities primarily support local participation, while rail and road connections provide access to facilities in nearby centres.	
Caulfield South	Caulfield South has slower forecast growth than nearby activity centres, an increasing older population and limited redevelopment opportunities outside the neighbourhood activity centre. Existing facilities support local and cohort-specific participation, while tram and road connections provide access to Caulfield and other centres.	**Network-supported local access area**
St Kilda East, Glen Eira portion	St Kilda East is small, tightly bounded and split across municipal boundaries. It contains very limited Council-owned community infrastructure and relies heavily on facilities and services in Elsternwick, Caulfield and the City of Port Phillip. Access, proximity and cross-boundary service patterns are therefore central to understanding local need.	**Cross-boundary and network-supported access area**

The roles shown above are those contained in the Community Infrastructure Plan. They describe how different locations contribute to the wider network and do not approve a project, prescribe a final service mix or determine future investment. Any proposal remains subject to service planning, feasibility, the CIP investment assessment framework, business case development, Council's budget and relevant governance processes.

8.5 Destinations and attractor sites

The CIP recognises that some strategically important facilities operate as destination or attractor sites rather than community hubs.

These facilities draw users because of a particular service, program, setting or experience. Their catchments and access patterns differ from facilities intended to support everyday activity-centre or local access.

The analysis below documents the evidence relating to Moorleigh Community Village and the Elsternwick Club site. The CIP contains the resulting facility roles and recommendations.

Definition — Destination and attractor sites
Destination and attractor sites are community infrastructure locations that serve a broader or specialised role within the network, drawing users based on a specific function, service offering or setting, rather than everyday local access.

Unlike community hubs, these sites:

- are not required to be located within activity centres
- do not function as multi-service, highly integrated facilities
- typically serve a subregional, municipal or cross-boundary catchment
- may be defined by a particular use, cohort, setting or experience (e.g. open space, specialised programs, or legacy service models)

Their utilisation is often driven by destination-based demand — where people choose to travel to the site — rather than proximity, walkability or co-location with other services.

Destination and attractor sites are a deliberate and complementary part of the network, but they are not substitutes for community hubs. They require a distinct planning and decision-making approach, which may prioritise:

- the specific role and value of the site within the broader network
- the balance between community benefit, cost and risk
- the suitability of existing assets to support long-term outcomes
- whether future investment, renewal or transition is justified

Moorleigh Community Village — subregional destination precinct (non-hub)

Moorleigh Community Village is included in the hierarchy as a subregional destination precinct, not as a community hub. While it plays an important role in Glen Eira's community infrastructure network, its function, catchment and constraints are materially different from activity-centre-based hubs.

Moorleigh is not located within an activity centre and has comparatively limited public transport access. Its utilisation profile reflects a subregional catchment, with approximately 47 per cent of users drawn from outside Glen Eira (including Kingston, Bayside and Monash), a pattern that is consistent across multiple service cohorts, including older adults. High utilisation therefore reflects destination-based demand rather than neighbourhood or activity-centre-linked access.

The Village comprises a collection of dispersed and ageing buildings, with very low cost recovery (approximately 6.78 per cent), and high ongoing operating and renewal costs.

This evidence indicates that Moorleigh has a distinct destination role and requires assessment through a different planning pathway from activity-centre hubs. It informed the CIP recommendation for master planning and structured options assessment. The evidence does not predetermine whether Moorleigh is renewed, adapted, consolidated or transitioned.

In this way, Moorleigh is recognised as a distinct destination asset with ongoing community value, while ensuring that decisions about reinvestment, renewal or transition are evidence-led, deliberate and aligned with Council's broader hub hierarchy and long-term sustainability objectives.

Elsternwick Club — destination / attractor site (open-space-led)

Elsternwick Club is included in the hierarchy as a destination and attractor site, not as a community hub. The project is primarily an open-space outcome, responding to a recognised deficit in accessible public open space within walking distance of the Elsternwick Activity Centre.

The retained heritage building may provide complementary uses that support the surrounding open space, subject to separate planning, heritage, feasibility and Council decision-making processes.

In this way, Elsternwick Club functions as a supporting destination within the wider network, enabling open-space activation, rather than acting as a replacement for — or competitor to — existing or planned hub locations.

Implications for planning

The hub and facility-role evidence shows that:

- **community hubs require accessible locations, active management and a deliberate mix of services and spaces;**
- **not every large, well-used or strategically important facility performs a hub function;**
- **libraries can provide effective anchors for broader civic and community activity;**
- **service integration, operation, activation and partnerships are as important as building design;**
- **staged planning and interim activation can reduce risk and improve future decisions;**
- **external funding may support integrated delivery but cannot be assumed; and**
- **destination facilities require assessment based on their specific function, catchment, value, cost and risk.**

These findings informed the community facility roles and hub-related recommendations in the Community Infrastructure Plan.

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How the evidence informs the Community Infrastructure Plan

9.1 Summary of network findings and corresponding CIP recommendations

The Community Infrastructure Plan contains Council's directions and recommendations for the Community, Libraries and Cultural Spaces network.

The table below provides a line of sight between the principal findings in this report and the corresponding areas of the CIP. It is provided as a navigation aid and does not create additional recommendations or commitments.

If wording differs between this report and the Community Infrastructure Plan, the Community Infrastructure Plan is the authoritative document.

Evidence finding	Relevant CIP response
Council supports community services and participation through a combination of facilities, subsidised accommodation, grants, partnerships and access arrangements. These arrangements also create ongoing property, financial, governance and asset responsibilities.	Use suitable Council-owned spaces first when supporting Council services and community organisations. Consider other forms of support where Council-owned accommodation is unavailable or is not the most appropriate response.
Council cannot meet all community infrastructure needs through direct delivery. Major developments, schools, community organisations, other governments and service providers can contribute facilities, services, shared spaces and funding.	Advocate for community infrastructure, flexible program spaces and shared facilities to be included in major developments. Continue to use partnerships, shared use, co-location and advocacy as delivery pathways.
Facility condition alone does not show whether a building supports contemporary services, programs or community use. Accessibility, layout, storage, amenities, adaptability and operating arrangements also affect performance.	Undertake targeted accessibility, functionality and fit-for-purpose assessments of community buildings Council expects to retain or adapt. Use the findings to prioritise practical improvements.
Libraries are highly used civic facilities supporting learning, culture, study, digital access, community programs and informal use. Pressure is shaped by location, room mix, opening hours, programs and operating arrangements.	Plan libraries as flexible civic and community spaces that can support different users and activities and adapt as needs change.
Some existing libraries may be capable of renewal and reconfiguration, while others may	Renew or reconfigure existing libraries where they can support future library and

Evidence finding	Relevant CIP response
require consideration through broader civic precinct or community hub planning.	community hub needs. Where this is not practical, include library services in planning for an integrated community hub.
Future library planning requires clearer guidance about service role, scale, room mix, operating requirements and how libraries should differ across municipal, activity-centre and local settings.	Develop guidance for the future role of libraries to inform library renewal and community hub planning.
Library and civic spaces do not always provide reliable or equitable access for community programs and informal use. Opening hours, booking settings and competing uses influence availability.	Review library and civic space opening hours, booking arrangements and access so these spaces better support programs, informal use and fair access.
The Glen Eira Gallery and Council's arts and cultural program support significant visitation, artist participation and public attendance. Town Hall cultural participation is influenced by programming, facility quality and the broader visitor experience, including the limited availability of after-hours hospitality.	Investigate upgrades to Glen Eira Town Hall's Gallery and cultural spaces to support increased use, stronger programming and a more welcoming visitor experience. Assess the feasibility of complementary food and beverage facilities, including a bar.
Numerical gallery and performance-space benchmarks do not account for programming, visitation, venue quality, technical capability or access to school, private and regional venues.	Continue to focus on the performance and use of existing cultural facilities rather than relying on numerical benchmarks to justify new standalone gallery or performance infrastructure.
The Glen Eira Historical Society performs a collection stewardship and public-access role that differs from a conventional community tenancy. Its current commercially leased premises are not a preferred long-term accommodation model.	Relocate the Glen Eira Historical Society to a suitable Council-owned civic or cultural location, preferably connected with a library or the Caulfield Civic Precinct.
Existing older adults facilities are highly valued and support established social and culturally specific participation. Changes to access, allocation, relocation or facility models could affect community connection and wellbeing.	Use a planned and respectful process for changes affecting older adults centres, including early engagement with existing users and culturally safe participation.
Glen Eira does not have a demonstrated overall shortage of dedicated older adults space. However, ageing, changing participation preferences and differences in facility suitability require a clearer long-term service approach.	Review Council's long-term approach to supporting older adults through facilities, programs, grants, partnerships, libraries, community hubs and other spaces.

Evidence finding	Relevant CIP response
Venue allocations, fees, grants and access arrangements affect who can use older adults facilities. Longstanding arrangements support continuity but may limit access for new and emerging groups.	Improve equity, transparency and consistency by reviewing venue allocation, fee and grant processes for older adults groups.
Existing older adults facilities differ in utilisation, accessibility, functionality and future suitability. Better evidence is required before major renewal, relocation or hub-integration decisions are made.	Undertake feasibility work to guide future decisions about older adults facilities, including use, peak demand and suitability for current and future needs.
Actions affecting older adults span service planning, facilities, grants, venue access, engagement and future infrastructure planning and therefore require coordinated implementation.	Establish a short-term Older Adults Working Group to coordinate actions, provide service and community input and support communication about proposed changes.
Youth services are constrained by the size and configuration of the existing Bentleigh space. Shared library space is not always reliably available during peak study and examination periods.	Improve access to suitable youth spaces in the short term, including practical improvements at Bentleigh and reliable alternative arrangements during peak library demand.
Young people need both structured programs and informal spaces in locations they can reach independently. The future model may require a mix of dedicated, shared and outreach-based provision.	Review Council's long-term approach to youth services and spaces, including the preferred mix of dedicated facilities, shared spaces and outreach services.
Glen Eira has a broad supply of community venues, but fewer spaces that reliably support repeat programs. Demand is strongest for accessible, program-ready rooms for approximately 20 to 50 people.	Improve existing small and medium community rooms, multipurpose spaces and suitable pavilion spaces so they can support regular programs and shared community use.
Neighbourhood Houses experience growing program demand, and some existing premises cannot accommodate all activities. Generic or casual room availability does not necessarily meet program requirements.	Help Neighbourhood Houses respond to demand by exploring access to suitable community spaces at other locations where existing premises cannot meet need.
Some rooms and facilities are underused because they are difficult to find, book or access, or because historical allocations and operating arrangements limit broader community use.	Make community spaces easier to find, book and use by reviewing booking systems, venue information, access arrangements and existing allocations.
Information about building condition, accessibility, bookings, programs and utilisation is fragmented across different systems and service areas.	Bring condition, accessibility, booking, program and utilisation information into one integrated evidence base to support consistent decisions.

Evidence finding	Relevant CIP response
Current utilisation information does not consistently show when, how or by whom spaces are used, and does not adequately capture unmet, displaced or constrained demand.	Improve information about when, how and by whom community spaces are used so future decisions are based on reliable evidence.
Some pavilion and multipurpose spaces are available for community hire but do not function effectively for regular programs because of limitations such as layout, storage, acoustics, technology or independent access.	Improve suitable pavilion and multipurpose spaces through targeted functionality assessments, reconfiguration and future facility planning so they support regular programs and genuine shared use.
Community hubs require accessible locations, a deliberate mix of services and spaces, active management, fair access, programming and partnerships. A building does not become a hub through co-location alone.	Apply the CIP's municipal, activity-centre and local community facility roles and use staged, feasibility-led hub planning.
Caulfield Civic Precinct serves a municipal catchment and brings together the Town Hall, Gallery, Library, Maternal and Child Health services and other civic and community spaces. The precinct contains opportunities to improve utilisation, functionality and coordination across existing Council assets.	Strengthen Caulfield Civic Precinct as Glen Eira's main civic and community hub by adapting and making better use of existing buildings and spaces before considering expansion.
Carnegie is a highly accessible and growing activity centre with an established library and community centre, pressure on flexible spaces and opportunities associated with adjoining Council-owned land.	Progress staged planning for a future integrated community hub at Carnegie, centred on existing Council-owned land and facilities.
Elsternwick–Gardenvale is a fast-growing and accessible location where existing community services are distributed across several sites and some operate from constrained or leased premises.	Progress staged planning for a future integrated community hub at Elsternwick, subject to feasibility, Council priorities and funding.
Bentleigh contains an established cluster of library, youth, older adults and other community facilities. The key issue is how existing facilities function, adapt and work together rather than whether another large hub is required.	Maintain Bentleigh as a local community facility and network anchor. Improve existing facilities, shared use and coordination rather than developing another large community hub.
Murrumbeena contains recently improved early years and community facilities, supports important local access and is close to the broader range of services available in Carnegie.	Maintain Murrumbeena as an important local centre for community services that complements Carnegie's broader community hub role.

Evidence finding	Relevant CIP response
Moorleigh Community Village has a distinct destination catchment, dispersed and ageing buildings, high levels of community use, significant operating and renewal considerations and more limited public transport access than activity-centre hubs.	Prepare a master plan for Moorleigh Community Village to clarify its long-term role, future community uses and investment needs before determining major future works.
Elsternwick Club is primarily an open-space and heritage destination. The retained building may support complementary community use and activation but is not intended to perform the broader service role of an activity-centre hub.	Recognise Elsternwick Club as a destination or attractor site that complements the proposed Elsternwick community hub. Consider its future use through separate planning, partnership and operating processes.

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Maintaining the network evidence

10.1 Monitoring and data improvement

The network evidence will be updated over time to support implementation and future review of the Community Infrastructure Plan.

Monitoring will focus on:

- demand and participation by cohort, location and time;
- utilisation and availability by room type;
- unmet booking or program demand;
- building condition, accessibility and functional suitability;
- use of Council-owned and non-Council facilities;
- changes in service and operating models;
- the effect of booking, allocation, fee and governance arrangements;
- operating, maintenance and renewal costs;
- progress of relevant service reviews, feasibility studies and master plans; and
- changes in population, policy, funding and major development.

Data improvements should include:

- consistent definitions of availability, bookings and utilisation;
- clearer distinction between internal, allocated and public use;
- improved information about peak-time and repeat-program demand;
- consistent fit-for-purpose assessments;
- better information about unmet or displaced use; and
- improved links between service, program, asset and venue data.

Utilisation data will continue to be interpreted alongside community need, access, suitability and operating arrangements. Low utilisation will not, by itself, establish that a facility is surplus, and high utilisation will not, by itself, establish the need for expansion.

10.2 Future review

This report will be reviewed with the Community Infrastructure Plan and updated where significant changes occur in:

- community and service needs;
- facility use or availability;
- service delivery and operating models;
- Victorian Government planning or funding;
- Council's asset, property or financial position;
- relevant service reviews and feasibility work; or
- activity-centre and major redevelopment outcomes.

Updated evidence may inform future changes to facility roles, investment priorities or operational actions. Any such changes will be made through the Community Infrastructure Plan and Council's established governance processes, not through this supporting report alone.

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Appendix A – Community, Libraries and Cultural Facilities Supporting Access (Non-Council)

This appendix lists identified non-Council facilities that may contribute to community, cultural, performance, meeting or program activity within or near Glen Eira.

The inventory is provided to understand the wider network. Inclusion does not indicate:

- guaranteed public access;
- availability for regular or long-term use;
- affordability;
- accessibility or functional suitability;
- willingness to enter a shared-use arrangement; or
- Council reliance on the facility to meet an identified service need.

Facility ownership, operation and availability may change. Information should be verified before it is used for service planning, partnership or investment decisions.

Suburb	Facility name	Operator	Category
Bentleigh East	Bentleigh Secondary College	Bentleigh Secondary College	Performance Space; Bookable Space
Bentleigh East	Kelly Club Australia	Southern Autism School	Performance Space
Bentleigh East	Bentleigh Synagogue (Mifgash Centre)	Bentleigh Synagogue	Bookable Space (Faith-based)
Bentleigh East	Eastleigh Community Church (Eastleigh Venue Hire)	Eastleigh Community Church	Bookable Space (Faith-based)
Bentleigh	Our Lady of the Sacred Heart College	Catholic Education	Performance Space
Bentleigh	Bentleigh Uniting Church	Bentleigh Uniting Church	Bookable Space (Faith-based)
Bentleigh	Etz Chayim Progressive Synagogue	Etz Chayim Progressive Synagogue	Bookable Space (Faith-based)

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Suburb	Facility name	Operator	Category
Bentleigh	St John's Anglican Church Bentleigh	St John's Anglican Church	Bookable Space (Faith-based)
Bentleigh	The Salvation Army Bentleigh Corps	Salvation Army	Bookable Space
Caulfield East	Glen Eira College	Glen Eira College	Performance Space; Bookable Space
Caulfield South	Melbourne Montessori College	Melbourne Montessori School Limited	Performance Space
Caulfield South	Caulfield South Community House	Caulfield South Community House	Neighbourhood House; Bookable Space
Caulfield South	St Catherine's Anglican Church	St Catherine's Anglican Church	Bookable Space (Faith-based)
Caulfield South	Glen Eira Historical Society	Glen Eira Historical Society	Historical Society
Caulfield North	Caulfield Shule (Hebrew Congregation)	Caulfield Hebrew Congregation	Bookable Space (Faith-based)
Caulfield North	Oakwood School	Government	Performance Space
Carnegie	Dutch Club Abel Tasman	Dutch Club Abel Tasman	Bookable Space
Elsternwick	12th Caulfield (St John's) Scout Group – Main Hall	12th Caulfield Scout Group	Bookable Space
Elsternwick	Caulfield RSL	Caulfield RSL	Bookable Space
Elsternwick	St John's Uniting Church Elsternwick	Elsternwick Uniting Church	Bookable Space (Faith-based)

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Suburb	Facility name	Operator	Category
Elsternwick	Adass Israel School	Other	Performance Space
Elsternwick	Leibler Yavneh College	Independent	Performance Space
Glen Huntly	Glen Huntly SDA Church – Grange Room	Glen Huntly SDA Church	Bookable Space (Faith-based)
McKinnon	Glen Eira Adult Learning Centre	Glen Eira Adult Learning Centre	Neighbourhood House; Program Space; Bookable Space
McKinnon	McKinnon Secondary College	Government	Performance Space
Murrumbeena	Murrumbeena Uniting Church	Murrumbeena Uniting Church	Bookable Space (Faith-based)
Ormond	Kilvington Grammar	Kilvington Grammar School Limited	Performance Space
Ormond	Divrei Emineh	Independent	Performance Space
St Kilda East	Yeshivah College	Yeshivah College	Performance Space
St Kilda East	Beth Rivkah Ladies College	Independent	Performance Space
St Kilda East	Caulfield Grammar School	Independent	Performance Space
Caulfield South	Japanese School of Melbourne	Independent	Performance Space

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Appendix B: Utilisation Data

How to interpret the utilisation data
The utilisation figures are indicative and should not be treated as definitive measures of facility performance.

In particular:

- available hours are based on stated or assumed operating windows;
- different facilities have different access, allocation and recording arrangements;
- some internal and allocated use may not be recorded consistently;
- some facilities contain several spaces but are reported as one centre;
- public utilisation may differ substantially from total utilisation;
- a booking does not show the number of participants or the community value of the activity;
- low utilisation may reflect limited suitability, visibility or accessibility; and
- utilisation does not record unmet or displaced demand.

The figures should be considered alongside facility condition, functionality, service need, access, operating costs and user feedback.

Table 1: Older Adult Centres Utilisation Data
Governance note: Older adults groups access is managed through Council's older adults allocations approach and related policy settings (generally not casual hire in the same way as standard venues).

Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total)
Bentleigh Senior Citizens Centre (2–4 Arthur St, Bentleigh)	Whole centre (multiple rooms)	Older adults group programs and activities (multiple culturally diverse older adults groups).	Council-owned older adults facility; allocated use arrangements; limited casual booking model.	SME to confirm	Assumed 7am–10pm, 7 days (for utilisation calculation)	5,475	79.07%
Caulfield Senior Citizens Centre (8–10 Cedar St, Caulfield South)	Whole centre (multiple rooms)	Older adults group programs and activities (multiple clubs/groups).	Council-owned older adults facility; allocated use arrangements; limited casual booking model.	SME to confirm	Assumed 7am–10pm, 7 days (for utilisation calculation).	5,475	47.25%
East Bentleigh Senior Citizens Centre (1–3 Derry St,	Whole centre (single primary room)	Older adults group programs and activities (e.g., club activities and connection programs).)	Council-owned older adults facility; allocated use arrangements; limited casual booking model.	SME to confirm	Assumed 7am–10pm, 7 days (for utilisation calculation)	5,475	55.33%

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Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total)
Bentleigh East)							
Ormond Senior Citizens Centre (2 Newham Gr, Ormond)	Whole centre (multiple rooms)	Older adults group programs and activities (multiple clubs; includes U3A presence).	Council-owned older adults facility; allocated use arrangements; limited casual booking model.	SME to confirm	**Assumed 7am–10pm, 7 days** (for utilisation calculation)	5,475	73.46%
Moorleigh Senior Citizens Centre (Moorleigh Community Village) (90–92 Bignell Rd, Bentleigh East – older adults wing within Moorleigh)	Older adults spaces within a larger multi-use village	Predominantly older adults group activities; U3A is predominantly based at Moorleigh.	Multi-use site; high overall occupancy across key rooms; no expansion capacity noted in the facilities list.	SME to confirm	**Assumed 7am–10pm, 7 days** (for utilisation calculation).	5,475	96.72% *(site utilisation across measured rooms)*

Note: U3A is predominantly based at Moorleigh,and also rents rooms at Duncan MacKinnon Reserve and Princes Park – DC Bricker Pavilion.

Table 2: Utilisation Data – Bookable Rooms (including rooms in Pavilions)

Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total/public)
Glen Eira Town Hall (420 Glen Eira Rd, Caulfield)	Auditorium	Dance/Fitness (100%)	Stage & dressing room; extensive AV; large kitchen; Wi-Fi; lift	475 theatre / 240 banquet / 190 dinner-dance	Mon-Sun 7:00am-12:00am (FSO Chief Warden required; closed 1 Jan, Easter Fri-Mon, 25-26 Dec)	6086	34.0% / 14.1%
	Caulfield Cup Room	-	Teams-ready AV; Wi-Fi; heating &	100 cocktail /	Mon-Sun 7:00am-	6086	22.5% / 2.7%

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Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total/public)
			A/C; mezzanine kitchen	80 theatre / 60 round / 30 U-shape	12:00am (FSO Chief Warden required; closed 1 Jan, Easter Fri-Mon, 25-26 Dec)		
	Commercial Kitchen	-	Commercial kitchen facilities	n/a	Mon-Sun 7:00am-12:00am (FSO Chief Warden required; closed 1 Jan, Easter Fri-Mon, 25-26 Dec)	6086	4.6% / 4.6%
	Labassa Room	-	Meeting room; Teams-ready AV; Wi-Fi; lift	14	Mon-Sun 7:00am-12:00am (FSO Chief Warden required; closed 1 Jan, Easter Fri-Mon, 25-26 Dec)	6086	16.4% / 0.0%
	Ogaki Room	-	Meeting room; Teams-ready AV; Wi-Fi; lift	12	Mon-Sun 7:00am-12:00am (FSO Chief Warden	6086	14.1% / 0.4%

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Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total/public)
					required; closed 1 Jan, Easter Fri-Mon, 25-26 Dec)		
	Rippon Lea Room	-	Meeting room; Teams-ready AV; Wi-Fi; lift	16	Mon-Sun 7:00am-12:00am (FSO Chief Warden required; closed 1 Jan, Easter Fri-Mon, 25-26 Dec)	6086	13.8% / 0.0%
	Theatrette	-	Theatre seating; projector & mics; stage lighting; Wi-Fi	123 seated	Mon-Sun 7:00am-12:00am (FSO Chief Warden required; closed 1 Jan, Easter Fri-Mon, 25-26 Dec)	6086	9.7% / 2.7%
	Yarra Yarra Room	-	Projector/screen; Teams control panel; Wi-Fi	20	Mon-Sun 7:00am-12:00am (FSO Chief Warden required; closed 1 Jan, Easter	6086	17.5% / 0.6%

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Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total/public)
					Fri-Mon, 25-26 Dec)		
Bentleigh McKinnon Youth Centre (Hodgson Reserve, 1-5 Higgins Rd, Bentleigh)	Function Room	Dance/Fitness (49%); Education/Classes (34%); Church/Worship (11%)	Stage & dressing room; wooden floor; kitchen; heating & A/C; wheelchair lift access	200 standing / 150 seated	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	40.6% / 40.6%
	Judo Room	Martial Arts (100%)	Dedicated activity (judo) room	Not specified	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	9.1% / 9.1%
	Studio Room	Dance/Fitness (50%); Church/Worship (42%); Yoga/Meditation/Wellbeing (8%)	Studio; kitchenette; heating & A/C	30	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	16.2% / 16.2%
Carnegie Library (7 Shepparson Ave, Carnegie)	Children's Multipurpose Centre	Education/Classes (96%); Support/Community Services (4%)	Secured outdoor play area; kitchenette; heating & A/C; parents change table	60 standing	Fri-Sun 8:00am-10:00pm	2184	112.9% / 27.4%
	Boyd Room	Meeting/Workshop (51%); Education/Classes (49%)	AV (projector/screen, mic); lectern & whiteboard; lift; kitchen; heating & A/C	105 seated	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	41.4% / 25.9%
Caulfield Park Pavilion (280 Balaclava	Function Room	Church/Worship (50%); Yoga/Meditation/Wellbeing (50%)	AV (projector/screen, mics, hearing loop); lift; kitchen; heating & A/C;	100	Sun-Thu 8:00am-10:00pm; Fri-Sat	5318	22.8% / 12.6%

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Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total/public)
Rd, Caulfield North)			balcony/park views		8:00am-12:00am		
	Meeting Room	Education/Classes (100%)	Meeting room; lift; kitchenette; accessible amenities	12	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	21.1% / 18.0%
Duncan MacKinnon Reserve Pavilion (Cnr North & Murrumbeena Rd, Murrumbeena)	Function Room	Music/Choir/Band (47%); Yoga/Meditation/Wellbeing (32%); Martial Arts (21%); Also hired by older adults groups/U3A.	Balcony outlook; AV (projector/screen, mic); lift; kitchen; heating & A/C	120	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	22.2% / 19.2%
	Meeting Room	-	Meeting room; AV; kitchenette	12	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	3.3% / 1.3%
East Caulfield Reserve Pavilion (Dudley St, Caulfield East)	Function Room	Sport/Training (78%); Martial Arts (22%)	Kitchen; heating; accessible amenities	100	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	9.8% / 9.8%
Glen Huntly Park Pavilion (Cnr Neerim & Booran Rd, Glen Huntly)	Function Room	Other (100%)	Park setting; kitchen; heating	160	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	8.2% / 8.0%
McKinnon Public Hall (118 McKinnon	Main Hall	Education/Classes (31%); Church/Worship (20%);	Hall; kitchen; heating & A/C; accessible amenities	100	Mon-Sun 8:00am-10:00pm	5110	26.8% / 25.7%

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Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total/public)
Rd, McKinnon)		Martial Arts (18%)					
Moorleigh Community Village (90-92 Bignell Rd, Bentleigh East)	Room 24	Other (67%); Dance/Fitness (33%)	Carpet; no kitchen; key entry	80 standing	Mon-Fri 8:00am-10:00pm	3654	0.0% / 0.0%
	Room 4	Meeting/Workshop (62%); Other (38%)	Carpet; kitchenette; community meeting/class space	60 standing / 40 seated	Mon-Fri 8:00am-10:00pm	3654	26.5% / 11.4%
	Room 84 (gym)	Sport/Training (37%); Martial Arts (25%); Dance/Fitness (20%)	Wooden floor gym; kitchenette	100 standing	Mon-Fri 8:00am-10:00pm	3654	42.7% / 42.7%
Murrumbeena Park Community Hub (28 Gerald St, Murrumbeena)	Community Room	Other (47%); Yoga/Meditation/Wellbeing (44%); Music/Choir/Band (9%)	AV; kitchenette; Wi-Fi; accessible amenities	80	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	22.6% / 21.2%
	Function Room	Church/Worship (100%)	Large AV; kitchen; balcony; Wi-Fi; lift	200 standing / 175 seated	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	25.1% / 15.9%
	Program Room 1	Meeting/Workshop (100%)	LCD + video conferencing; small room	10	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	9.1% / 5.5%
	Program Room 2	-	LCD + video conferencing; small room	12	Sun-Thu 8:00am-10:00pm; Fri-Sat	5318	9.4% / 6.6%

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Facility (incl. address)	Space	Typical uses	Key features	Capacity	Availability	Avail hrs (FY)	Est util% (FY) (total/public)
					8:00am-12:00am		
Packer Park Pavilion (120 Leila Rd, Carnegie)	Function Room	Other (58%); Sport/Training (22%); Dance/Fitness (20%)	Wooden floor; kitchen; heating	100	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	34.4% / 28.7%
	Meeting Room	-	Small meeting room; kitchenette	16	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	0.8% / 0.0%
Princes Park - D.C. Bricker Pavilion (Beech St, Caulfield South)	Function Room	Other (84%); Music/Choir/Band (9%); Yoga/Meditation/Wellbeing (7%);	Kitchen; heating & A/C	100	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	19.6% / 19.6%
	Meeting Room	Meeting/Workshop (100%); also hired by older adults groups/U3A.	Meeting room; kitchenette	16	Sun-Thu 8:00am-10:00pm; Fri-Sat 8:00am-12:00am	5318	5.6% / 5.6%

A result above 100 per cent may occur where overlapping or concurrent bookings are recorded against the same availability period. It should not be interpreted as physical occupancy above capacity.

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Appendix C Benchmarking

How to interpret benchmarking
Benchmarking is used as a sense check rather than a fixed provision standard.

Results are influenced by:

- how facilities and rooms are defined and counted;
- whether non-Council facilities are included;
- differences in access, quality, size and operating hours;
- whether a facility primarily serves local or wider catchments;
- differences in service delivery models; and
- whether a numerical target reflects current sector policy.

An apparent benchmark shortfall does not automatically establish the need for a new facility. An apparent surplus does not establish that existing facilities are suitable, accessible or no longer required.

Table 1 — Council-owned facilities and benchmarking against comparable metro Council's

Facility / service	Benchmark / target (comparative)	Existing supply (baseline position)	2036 total demand (per target)	2036 gap / surplus	Examples of Council venues in scope
Libraries – public access floorspace	Glen Eira ratio: 1 sqm per 32 people Metro Melbourne avg: 1 sqm per 29 people Inner South-East (PLVN): 1 sqm per 26 people	Existing public access floorspace: Bentleigh: 2,378 sqm Carnegie: 1,239 sqm Caulfield: 647 sqm Elsternwick: 627 sqm GE total ratio: 1 sqm / 32 people	Using 1 sqm per 32 people benchmark → additional +621 sqm by 2036	Apparent Shortfall +621 sqm by 2036 (benchmark-based)	Bentleigh Library; Carnegie Library; Caulfield Library; Elsternwick Library
Libraries – public access floorspace (alt method)	NSW State Library Calculator	Current shortfall – 1,014 sqm	Shortfall increases with growth	Apparent shortfall –1,512 sqm by 2036	Same as above

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Facility / service	Benchmark / target (comparative)	Existing supply (baseline position)	2036 total demand (per target)	2036 gap / surplus	Examples of Council venues in scope
Galleries / exhibition spaces (Council-owned)	Target: 1 gallery per 87,300 people (comp LGA avg)	1 gallery (Town Hall Gallery) GE ratio: 1 per ~157,600 people	Benchmark indicates need for ~1.8 galleries	Apparent shortfall –0.8 galleries	Glen Eira Town Hall Gallery (Caulfield)
Theatres / performance spaces – seats	Target: 1 seat per 170 people (metro LGA avg, excluding Port Phillip)	125 seats (Town Hall Theatre) GE ratio: 1 seat per ~1,260 people	N/a	N/a	Glen Eira Town Hall Theatre (Caulfield)
Theatres / performance spaces – facilities	No fixed target recommended	1 small civic theatre	Not modelled	n/a	Glen Eira Town Hall
Community meeting rooms (any size)	Target: 1 room per 3,140 people (comp LGA avg)	Shortfall -4.2 rooms (2024) (combined supply measured city-wide)	Demand increases with population	Shortfall -10.2 rooms by 2036	Glen Eira Town Hall (Caulfield); Carnegie Library & Community Centre (Carnegie); Duncan McKinnon Reserve Pavilion (Murrumbeena); Murrumbeena Park Community Hub (Murrumbeena); McKinnon Public Hall (McKinnon); Caulfield Park Pavilion

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Facility / service	Benchmark / target (comparative)	Existing supply (baseline position)	2036 total demand (per target)	2036 gap / surplus	Examples of Council venues in scope
					(Caulfield North)
Event spaces (201+ seats)	Target: 1 event space per 80,000 people)	Current provision sufficient (municipal-level)	Sufficient beyond 2036	No shortfall	Glen Eira Town Hall (Caulfield)
Large rooms (51–200 seats)	Target: 1 per 11,000 people	Surplus +3.7 (2024) (combined)	Demand rises but stays within supply overall	Surplus +2.0 by 2036	Bentleigh McKinnon Youth Centre (Bentleigh East); Carnegie Children's Multipurpose Centre (Carnegie); East Caulfield Reserve Pavilion (Caulfield East); Princes Park – DC Bricker Pavilion (Caulfield South); Packer Park Pavilion (Carnegie); Glen Huntly Park Pavilion (Caulfield East)
Medium rooms (11–50 seats)	Target: 1 per 8,750 people	Surplus +1.0 (2024), becomes shortfall over time	Demand rises with population	Shortfall -1.2 by 2036	Glen Eira Town Hall (multiple medium rooms) (Caulfield);

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Facility / service	Benchmark / target (comparative)	Existing supply (baseline position)	2036 total demand (per target)	2036 gap / surplus	Examples of Council venues in scope
					Godfrey Street Community House (Bentleigh); Moorleigh Community Village (Bentleigh East); Packer Park Pavilion (Carnegie); Duncan McKinnon Reserve Pavilion (Murrumbeena); Caulfield Park Pavilion (Caulfield North)
Small rooms (≤10 seats)	Target: 1 per 15,000 people (aspirational)	Shortfall -3.5 (2024)	Demand rises with population	Shortfall -4.8 by 2036	Godfrey Street Community House (Bentleigh); Moorleigh Community Village (Bentleigh East); Murrumbeena Park Community Hub (Murrumbeena)
Community venues (facilities providing	Target: 1 venue per 7,500 people	Surplus +13 venues (2024)	Target remains below	Surplus +10.5 by 2036	Carnegie Library & Community Centre

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Facility / service	Benchmark / target (comparative)	Existing supply (baseline position)	2036 total demand (per target)	2036 gap / surplus	Examples of Council venues in scope
meeting rooms)			measured supply)		(Carnegie); Glen Eira Town Hall (Caulfield); McKinnon Public Hall (McKinnon); Murrumbeena Park Community Hub (Murrumbeena); Caulfield Park Pavilion (Caulfield North); East Caulfield Reserve Pavilion (Caulfield East)
Neighbourhood houses / community learning centres (facilities)	Target: 1 per 21,000 people (metro avg; aspirational)	Shortfall -3.5 (2024) (combined), with strong caution on interpretation	Demand rises with population	Shortfall -4.4 by 2036 *(interpret with caution)*	Godfrey Street Community House (Bentleigh); Moorleigh Community Village (Bentleigh East – neighbourhood house function)
Youth space / resource centre (facility)	Target: 1 per 14,350 people aged 12–25 (metro avg; aspirational)	Underprovided by 1 youth space vs target	One additional equivalent space meets target	Shortfall = 1 space by 2036	Bentleigh Library & Youth Hub (Bentleigh)

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Facility / service	Benchmark / target (comparative)	Existing supply (baseline position)	2036 total demand (per target)	2036 gap / surplus	Examples of Council venues in scope
			beyond 2036		
Youth space floorspace (net)	Target: 1 sqm per 173 people aged 12–25 (comp LGA avg)	Shortfall -38 sqm)	Demand rises modestly	Shortfall -54 sqm by 2036	Bentleigh Library & Youth Hub youth space area (Bentleigh)
Senior citizens centres (facilities)	No target proposed (move toward multipurpose / intergenerational model)	5 Council SCC facilities (baseline inventory)	Not modelled	n/a	Bentleigh SCC (Bentleigh); Caulfield SCC (Caulfield South); East Bentleigh SCC (Bentleigh East); Moorleigh Community Village (Bentleigh East); Ormond SCC (Ormond)

Table 2 — Non-Council facilities within Glen Eira (complementary supply)

This table shows **examples of "Other" owner facilities** that are already included in the benchmark inventories for rooms/venues and therefore influence baseline supply and forecast gaps

Facility / service (non-Council within GECC)	Benchmark relevance	Existing supply signal (from Part 2)	2036 demand / gap implications	Examples of non-Council venues in scope (within GECC)
Event spaces (201+ seats)	Target: 1 per 80,000 people	Baseline event supply includes	Helps maintain "sufficient" capacity beyond 2036, shifting	Bentleigh Secondary College

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Facility / service (non-Council within GECC)	Benchmark relevance	Existing supply signal (from Part 2)	2036 demand / gap implications	Examples of non-Council venues in scope (within GECC)
		non-Council provision	focus to access/partnership rather than default new build	(Bentleigh East) — event space listed alongside Town Hall
Community venues / meeting rooms (various sizes)	Targets apply to rooms by size and venues overall	Appendix A community venues list includes multiple "Other" owners contributing to baseline count	The "venue surplus" vs "small room shortfall" mismatch suggests issues may relate to room mix, suitability, access and operating models rather than total number of venues	Caulfield RSL (Elsternwick); Caulfield South Community House (Caulfield South); multiple faith-based venues (e.g., Bentleigh Uniting Church (Bentleigh), Glen Huntly SDA Church (Glen Huntly), Caulfield Shule (Caulfield North)); Dutch Club Abel Tasman (Carnegie)
Neighbourhood houses / community learning centres	Target: 1 per 21,000 people (aspirational)	Baseline NH supply includes "Other" owners	The report explicitly cautions that the modelled "-4.4" by 2036 is unlikely to mean "build 4 new houses"; requires service/program capacity analysis	Caulfield South Community House (Caulfield South); Glen Eira Adult Learning Centre (McKinnon)

Table 3 - Adjoining LGA civic, cultural and community facilities within ~1.5 km of Glen Eira
(including capacity where available – all include bookable spaces)

Facility / venue	Type / category	Key spaces / function	Suburb	LGA	Published capacity	Notes
Kingston Arts Centre	Gallery / theatre	Galleries + black box + chamber theatre	Moorabbin	Kingston	Black Box 94; Chamber 40–65;	Major performing arts venue adjoining GE

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					galleries not stated	
Kingston City Hall	Town hall / major performance space	Grand Hall + function rooms	Moorabbin	Kingston	Grand Hall ~1,000; Banquet 200–350; Lounge 200	Regional-scale venue
Malvern Community Arts Centre	Arts centre	Rehearsal, dance, small performance	Malvern East	Stonnington	~80 seats (chairs); stage + piano	Small-scale arts facility
Moorabbin Activity Hub	Community hub	Theatre-style hall	Moorabbin	Kingston	100–120	Flexible community/event use
Phoenix Park Community Centre	Community / performance hall	Hall + meeting rooms	Malvern East	Stonnington	Hall ~250 seated; total venue ~400	Large multi-room facility
St Kilda Library	Library	Library + community room	St Kilda	Port Phillip	Community room ~45	Library with small meeting/event space
St Kilda Town Hall / CSAS	Town hall / arts	Auditorium + arts space	St Kilda	Port Phillip	Auditorium 700 theatre / 480 banquet	Major cultural venue
Malvern Town Hall	Town hall	Main hall + foyer + balcony	Malvern	Stonnington	~550 seated; 600 standing; banquet 360	Regional civic venue
Oakleigh Hall	Large hall	Stage + PA	Oakleigh	Monash	~150	Mid-scale community hall
Brighton Town Hall	Town hall / gallery	Main hall + gallery	Brighton	Bayside	~200 seated / 250 standing	Currently under renovation
Oakleigh Library / Lightbox	Library / gallery	Library + exhibition space	Oakleigh	Monash	Not published	Hybrid facility

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Appendix D Evidence sources and references

Resources and Sources

Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
Public Libraries	Socio Logic (referenced in draft)	2025	Supports benchmarking claims (e.g., older adults centres space per population; movement away from standalone older adults centres).	
Victorian Public Libraries 2030 Strategic Framework	Public Libraries Victoria / State Library Victoria	2013	A 'look beyond traditional two and three year planning cycles and to consider how we can best prepare our individual library services and the Victorian public library	www.slv.vic.gov.au/sites/default/files/VPL-2030-strategic-framework.pdf

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
			network for the future'.	
Libraries Work!	Public Libraries Victoria / State Library Victoria	2018	Used as general reference on 'the socio-economic value of public libraries to Victorians'	www.slv.vic.gov.au/sites/default/files/Libraries-work.pdf
Libraries Change Lives Campaign / State Library Submission 2026/27	Public Libraries Victoria	2026	General reference on how 'public libraries in Victoria are vital community assets that deliver far-reaching benefits across health, education, social inclusion, and economic wellbeing'.	www.plv.org.au/wp-content/uploads/2025/12/PLV-2627-StateBudgetSubmission-Digital_FINAL.pdf

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
Libraries change Lives / Inside our public libraries	Public Libraries Victoria / State Library Victoria	2022	A report used as a general reference which 'tells the story of who uses libraries; how they use the library; and what they most value about library people, spaces and programs'.	www.plv.org.au/wp-content/uploads/2022/08/8507-LCL-Inside-our-Public-Libraries-Survey-Document_Final.pdf
Revive: a place for every story, a story for every place	Australian Government / Office for the Arts	2023	Strategic objectives & principles aims to change the trajectory of the creative sector and delivering new momentum to Australia's arts, entertainment and cultural sector.	https://www.arts.gov.au/what-we-do/revive-place-every-story-story-every-place

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
Where Community Meets Creativity	Creative Australia / Australian Govt	2025	Creative Australia website has research and discussion papers that show the importance of the arts in community that support positive outcomes such as wellbeing and connection.	https://creative.gov.au/research/where-community-meets-creativity-mapping-community-arts-and-cultural-development creative.gov.au
Our Strategy / Creative Victoria	Victoria State Government / Creative Victoria	2025	A general arts resource that is a 'strategy to strengthen and support the state's creative industries, and the social, economic and cultural benefits'.	https://creative.vic.gov.au/about/our-strategy

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
SocioLogic benchmarking study (community spaces / older adults centres / targets)	SocioLogic (referenced in draft)	2025	Supports benchmarking claims (e.g., older adults centres space per population; movement away from standalone older adults centres).	N/A
Balam Balam Place – official precinct website (bookings, spaces, operator info)	Merri-bek City Council facility; managed by TPT	Current (live)	External verification of hub purpose, booking model, operator and facility positioning.	https://balambalamplace.com.au/ [balambalam...ace.com.au] and site visit; https://conversations.merri-bek.vic.gov.au/33-Saxon-Street [conversati...vic.gov.au] https://www.theprojects.com.au/balam-balam-place/ [theprojects.com.au]
New Southbank Library & Boyd Community Hub Refurbis	City of Melbourne	2025 (engagement period in report)	Evidence on hub functions, community expectations, flexible space needs, and staged	*New_Southbank_Library_and_Boyd_Community_Hub_Refurbishment_-_Engagement_report.docx*

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
hment – Engagement Report (doc)			redevelopment model (library-anchored hub).	
Participate Melbourne: Boyd project overview + community consultation pages	City of Melbourne	2025–2026	Confirms staged approach, consultation scope, and hub program drivers; supports "hub as response to growth/density" narrative.	https://participate.melbourne.vic.gov.au/southbank-library-boyd-community-hub [participat...vic.gov.au] / https://participate.melbourne.vic.gov.au/southbank-library-boyd-community-hub/community-consultation [participat...vic.gov.au] https://www.melbourne.vic.gov.au/boyd-community-hub [melbourne.vic.gov.au]
The Commons – South Yarra (coworking / creative hub example)	The Commons / Creative Spaces	Current (live)	Used as a non-Council example of "multi-role hub" (work, events, creative facilities) to broaden hub concept beyond traditional facilities.	https://www.thecommons.com.au/locations/the-commons-south-yarra-wilson-street [thecommons.com.au] / https://www.creativespaces.net.au/space/the-commons-south-yarra [creativesp...ces.net.au]

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
LaunchVic – startup ecosystem programs (innovation ecosystem example)	LaunchVic (Victorian Government initiative)	Current (live)	Used as reference for innovation/startup program ecosystems that can interface with hub models (partnership/ program enablement).	https://launchvic.org/ [launchvic.org]
WeWork Melbourne – flexible workspace example	WeWork	Current (live)	Used as a reference point for flexible workspace/booking models (illustrative only, not a Council model).	https://www.wework.com/l/office-space/melbourne [wework.com]
City of Melbourne – Coworking spaces overview	City of Melbourne	Current (live)	Used as supplementary context that flexible workspaces can include facilities (events,	https://www.melbourne.vic.gov.au/coworking-spaces [melbourne.vic.gov.au]

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
(sector context)			wellbeing, libraries etc.) relevant to hub thinking.	
Understanding and defining loneliness and social isolation	Australian Institute of Family Studies	2022	Used to define loneliness and social isolation, and to support the statement that social connection is a health and wellbeing issue, not only a social or lifestyle issue.	Australian Institute of Family Studies
Wellbeing in Victoria: A Strategy to Promote Good Mental Health 2025-35	Victorian Department of Health	2025-35	Used to align the hub approach with Victorian wellbeing policy, particularly the priorities relating to connected communities	Victorian Department of Health

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
			, inclusion, equity, cultural spaces and integrating wellbeing into physical infrastructure.	
Creating Connections: Safe and Welcoming Community Spaces	Neighbourhood Houses Victoria	2025	Used to support the role of neighbourhood houses and community spaces in creating safe, welcoming and inclusive places for social connection, belonging and mental wellbeing.	Neighbourhood Houses Victoria
Overview of the National Community Hubs	Community Hubs Australia	2024	Used as Australian evidence of a place-based hub model that builds	Community Hubs Australia

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
Program 2024			social cohesion, supports culturally diverse communities, connects families to services, and improves confidence, connection and participation.	
A place of knowledge and connection: Developing a health and wellbeing framework for public libraries	Debra Rosenfeldt, State Library Victoria; Jane Cowell, Yarra Plenty Regional Library Corporation; published by Research Outreach	2021	Used to support the role of libraries as civic and community anchors that contribute to social connection, mental wellbeing, digital inclusion, belonging and community health.	Research Outreach

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Resource / Document	Owner / Author	Date (as cited / on document)	How it was used in the Network Plan	Access / Link / Identifier
Wellbeing in Victoria: A Strategy to Promote Good Mental Health 2025-35	Victorian Department of Health	2025-35	Used to align the hub approach with Victorian wellbeing policy, particularly the priorities relating to connected communities, inclusion, equity, cultural spaces and integrating wellbeing into physical infrastructure.	Victorian Department of Health

- **Internal datasets** (utilisation extracts, condition assessments, functionality audits) are **inputs** to prioritisation and do not constitute a capital program.
- External case studies are provided as **illustrative examples** of contemporary hub models and do not imply endorsement of scale, cost or service mix for Glen Eira.
- External examples and case studies are included to illustrate relevant planning, design or operating approaches. Their inclusion does not indicate endorsement of their scale, cost, service mix, governance or applicability to a specific Glen Eira site.

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GLEN EIRA
CITY COUNCIL

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

Glen Eira City Council

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mail@gleneira.vic.gov.au
www.gleneira.vic.gov.au

National Relay Service

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

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

Social media

Glen Eira City Council:
www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:
www.instagram.com/cityofgleneira

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

Glen Eira arts, gallery and events:
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