



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

# Strategic Property Plan 2025–2030



# CONTENTS

---

ACKNOWLEDGEMENT OF COUNTRY	3
MESSAGE FROM THE MAYOR	4
FOREWORD FROM THE CHIEF EXECUTIVE OFFICER	5
EXECUTIVE SUMMARY	6
INTRODUCTION	8
PURPOSE (WHAT DOES THIS PLAN DO)?	10
VISION AND PRINCIPLES	11
CONTEXT (WHY BEING STRATEGIC ABOUT PROPERTY IS IMPORTANT)	13
WHAT COMMUNITY INFRASTRUCTURE DO WE NEED TO PLAN FOR IN THE FUTURE?	23
DECISION-MAKING FRAMEWORK	29
FOCUS AREAS (RECOMMENDATIONS)	38
APPENDIX A: OUR PLACE, OUR PLAN — WHAT OUR COMMUNITY HAS TOLD US	47
APPENDIX B: MONITOR, EVALUATION, REPORTING, IMPROVING (MERI)	50
APPENDIX C: POLICIES, STRATEGIES AND LEGISLATION RELEVANT TO THIS PLAN	52



## ACKNOWLEDGEMENT OF COUNTRY

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

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

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

## MESSAGE FROM THE MAYOR



I'm proud to present Glen Eira City Council's first-ever *Strategic Property Plan* — a major milestone in how we plan for and manage the community spaces that make our City such a great place to live.

From our libraries and kindergartens to swimming pools, parks, pavilions, and community centres, our property assets are more than just buildings and land — they are the heart of our neighbourhoods. They bring people together, support essential services, and contribute to the health, wellbeing and connectedness of our residents.

As our City continues to grow, so do the needs of our community. Some of our facilities are modern and well-used, while others may no longer serve their purpose as effectively as they once did. This plan helps us make thoughtful, transparent decisions about how we manage, renew, and invest in these important assets — not just for today, but for generations to come.

Striking the right balance between community benefit and financial sustainability is not always easy, but it's vital. This plan gives us a clear roadmap, and most importantly, it puts people at the centre of every decision we make.

I want to thank everyone who has helped bring this plan to life. It's a strong foundation for the future — one that will help us make the most of what we have, while staying responsive to the needs of our growing and changing community.

Cr Simone Zmood  
**Glen Eira Mayor**

## FOREWORD

### FROM THE CHIEF EXECUTIVE OFFICER



The *Strategic Property Plan* marks an important step in how Glen Eira City Council manages over \$1.46 billion in community infrastructure. It provides a long-term view to ensure our properties continue to support the services and programs our community relies on — in a way that is strategic, sustainable and fit for the future.

Our property portfolio is incredibly diverse — from laneways and car parks to kindergartens, libraries, and open spaces. Each plays a unique role in the lives of our residents. But maintaining and renewing these assets in a financially responsible way, especially in a time of rising costs and limited funding, is one of the most significant challenges facing local government.

We know that needs are changing. Some of our spaces are underused. Others are ageing or no longer fit-for-purpose. At the same time, Glen Eira faces increasing pressures — from a lack of open space and low tree canopy cover to a growing population and rising demand for services. We must respond thoughtfully and strategically.

This plan helps us do exactly that. It provides a clear framework for decision-making and prioritisation. It encourages smarter use of space, supports investment where it's needed most, and explores opportunities to generate funds from underutilised assets — with every dollar reinvested back into community benefit.

Ultimately, this is about delivering better outcomes for our community — not just now, but in the decades ahead. The *Strategic Property Plan* gives us the tools and direction to be more proactive, more transparent, and more future-focused in how we manage one of Council's most important responsibilities.

Rebecca McKenzie

**Chief Executive Officer**

## EXECUTIVE SUMMARY

At Glen Eira City Council, we manage a wide range of buildings and spaces that help us deliver important services to the community. This includes places like Glen Eira Town Hall, libraries, public pools, kindergartens, parks and gardens, sports pavilions, community hubs, the art gallery, senior citizen centres, early childhood services, and even car parks and Council offices. We call all of this ‘community infrastructure.’

These properties play a vital role in supporting the health, wellbeing, and connectedness of our community.

The *Strategic Property Plan* is our guide for how we plan for these community spaces — now and into the future. The aim is to make sure our community has access to buildings and facilities that are safe, welcoming, well-used, and meet community service needs. It’s also about being financially responsible, transparent in our decisions, and making sure we’re planning for what’s ahead.

### Why this Plan matters

As of now, Council manages:

- > 156 pieces of land and 572 buildings,
- > 240 of those buildings are dedicated to community services,
- > 186 hectares of land are used for parks, reserves, sports fields and car parks,
- > The total value of these community assets is over \$1.46 billion.

Some buildings and facilities used for services aren’t owned by Council — we lease them — but they’re still part of how we deliver value to the community, and the *Plan* takes them into account.

It’s important to note this *Plan* focuses on community spaces — it doesn’t cover things like roads, footpaths, stormwater pipes, or shopping precincts. Those are

managed through Council’s *Asset Management Strategy*.

What this *Plan* does do is guide how we think long-term about:

- > What services and spaces our growing community will need,
- > How we balance different priorities,
- > And how we use our resources wisely to benefit everyone.

As Glen Eira grows, demand for community facilities will also increase. We need to be smart about how we adapt, especially with more people living in denser urban areas. That means planning for more open space, updating older buildings, and making sure every dollar we spend brings value to the community.

### What the Plan sets out to do

This *Plan* is a roadmap for better planning and decision-making. Its key goals are to:

- > Make better decisions — Use data and community feedback to understand what people need and plan ahead.
- > Guide investment and management — Help us decide where to spend money and how to manage our land and buildings effectively.
- > Stay flexible for the future — Make sure we can adapt to new information, challenges, and opportunities.
- > Be transparent and accountable — Set up clear processes and report regularly on how we’re doing.

To achieve this, we’re focusing on five key areas:

#### 1. Set clear goals for our property portfolio

We’ll update our strategy as needed to stay on top of new challenges and priorities.

## 2. Fair and transparent leasing

We'll review and improve how we manage leases to make sure community groups have fair access and that there's good value for the community.

## 3. Get the most out of our spaces

We'll keep track of how our buildings are being used so they don't sit empty or under-used.

## 4. Involve the community

We'll make sure residents have a say in decisions that affect local infrastructure.

## 5. Make the most of what we've got

We'll look for opportunities to improve, share, or repurpose spaces — and work with others when it benefits the community.

### **How we'll make decisions**

To make sure we're making smart, consistent decisions, we've created a two-step framework:

#### Step 1: Property Performance Assessment

This helps us understand how each property is performing and whether it's still meeting community needs.

#### Step 2: Further Investigations

If we need more detail before making a decision, we'll look deeper into things like costs, risks, timing, and potential benefits.

These assessments help ensure our decisions are backed by evidence, align with community priorities, and are financially responsible.

We'll report back to Council every year on how the *Plan* is going — what's been achieved, what needs improving, and any new opportunities we've identified.

For key sites that require big decisions, we'll bring reports to Council at the right time, supported by community engagement to make sure local voices are heard.

The entire *Strategic Property Plan* will be reviewed every five years to make sure it stays up to date and continues to serve the needs of our community.

### **Looking ahead**

Planning for community spaces is about more than just managing buildings. It's about understanding the needs of our community and making thoughtful, fair choices about how we use our shared spaces.

This *Strategic Property Plan* is one of the ways Council is working to build a more connected, inclusive and future-ready community. By aligning our property planning with community needs and financial sustainability, we can make sure that our infrastructure continues to support the people who live, work, play, and learn here — now and into the future.

# INTRODUCTION

## Organisational context

Our *Integrated Planning and Reporting Framework (IPRF)* is guided by the long-term *Community Vision* and four-year *Council Plan*, a new version of which is currently being prepared for the new Council term.

Unlike our other four-year strategies, the *Strategic Property Plan* needs to remain dynamic and will be subject to review and updating as we gather more evidence to support future decision-making. As emerging challenges arise, the *Plan* will need to respond so we can make informed and responsible decisions about our property assets.

Council's *Integrated Planning and Reporting Framework (IPRF)* ensures all our strategies are aligned. Under this *Framework*, this plan will be reviewed each year and updated as necessary to remain focused on both our four-year and long-term priorities.



Integrated Planning and Reporting Framework.

The *Strategic Property Plan* has been informed by the following strategies and will contribute to achieving the aims of these and future Council strategies and plans.

### 2040 COMMUNITY VISION

Our Glen Eira:

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

### OUR COUNCIL PLAN

Well-informed and transparent decisions and highly valued services. Access to well-designed and maintained open spaces and places.  
A liveable and well-planned City.

### MUNICIPAL PUBLIC HEALTH AND WELLBEING PLANNING

Tackling the municipality's most pressing health and wellbeing priorities and working with the people in our community to connect, support and engage them throughout their lives.  
Planning for the challenges and opportunities of the future, and working together to support, build and sustain a healthy, inclusive and resilient community for all.

#### Property Strategy

Commence a programmed review of Council property identified as potentially low-performing, including collection/collation of a range of property related information to inform the assessment.

#### Asset Management Strategy

Demonstrate that Council will responsibly manage our assets to meet the service delivery needs of our community over the next 10 years.

#### Climate Emergency Response Strategy 2021–2025 *Dhumbali Wurrungi-biik Parbin-ata*

Council-owned buildings and infrastructure are resilient and safe for our staff and community.

#### Integrated Transport Strategy Refresh

Glen Eira will be a City of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres.

#### Financial Plan

Financial sustainability in the medium to long-term, while still achieving Council's strategic objectives as specified in the *Council Plan*.

#### Open Space Strategy Refresh 2020

Population growth has an impact on liveability and access to open space. Open space needs to adapt to changing needs and improve access for people of different ages, cultures and mobility.

## PURPOSE (WHAT DOES THIS PLAN DO)?

The *Strategic Property Plan* addresses the challenge faced by Council in ensuring our community will have access to fit-for-purpose and well-utilised community infrastructure and services that will meet the needs of a growing population with changing needs. It aims to ensure that property assets are aligned with community benefits, financial sustainability, transparency, statutory compliance and safety.

The purpose of the *Strategic Property Plan* is to:

### **Align with**

#### **Council objectives:**

- > Connects Council's objectives, strategies and plans with community infrastructure and services to meet community needs.
- > Integrates with Council's *Asset Management Strategy*, *Asset Management Plan*, *Open Space Strategy* and *Property Strategy*.

#### **Identify guiding principles for decision-making:**

- > Uses available data to inform evidence-based planning to identify future community needs.
- > Adapts to emerging trends and challenges in provision of future community infrastructure.
- > Embeds community views in community infrastructure delivery.

### **Guide investment and property management:**

- > Guides investment related to provision of Council services and the infrastructure required to support it into the future.
- > Identifies principles, decision-making and makes recommendations about opportunities for commercial opportunities, property acquisition, ownership, leasing, and sale within a continued improvement framework (i.e. decisions remain dynamic throughout emerging challenges and updated data).

### **Support future community infrastructure planning:**

- > Remains dynamic to adapt to evolving data and challenges.
- > Plans for community infrastructure in meeting future community needs.

### **Ensure governance and accountability:**

- > Implements a decision-making framework for effective governance.
- > Develops systems for monitoring, evaluating, reporting and improving property management.

# VISION AND PRINCIPLES

## VISION

Ensure a balance of net community benefit and financial sustainability in planning for and delivering high quality, accessible, fit-for-purpose and well-utilised community services and facilities.

## GUIDING PRINCIPLES OF THE STRATEGIC PROPERTY PLAN

The following principles build upon identified benefits of taking a strategic approach to Council's property assets, and form the basis for decision-making and focus areas within the *Strategic Property Plan*:

### Decision-making

- > Develop an evidenced-based strategic framework for Council's property assets that informs decisions on future planning for community infrastructure and services to meet our communities' changing needs.
- > Foster greater accountability in property asset management to enhance transparency and strengthen trust between Council and the community.

### Risk management and compliance

- > Identify and mitigate risks associated with property assets including compliance, legal liabilities, environmental concerns and market fluctuations.

### Cost efficiency and value delivery

- > Optimise the cost benefits of well-utilised community facilities, explore options for repurposing under-utilised assets and optimise financial sustainability in delivering community benefit.
- > Identify and resolve barriers to utilisation of community facilities.
- > Wherever possible deliver Council services from Council-owned facilities.

### Support community well-being

- > Ensure community infrastructure enhances community participation to foster a sense of belonging, connection and sense of place that enhances liveability.
- > Ensure accessibility and inclusion are considered when planning for community infrastructure.
- > Prioritise community infrastructure that promotes health and wellbeing, social cohesion and safety.

### Environmental sustainability

- > Seek opportunities for community infrastructure to support sustainable practices, protect biodiversity and mitigate environmental impacts.

### Partnerships and collaborative advocacy

- > Build strategic partnerships with government, organisations and private sector to access funding, enhance service delivery and reduce risks in providing high-quality, accessible, fit-for-purpose, well-utilised community infrastructure.

An aerial photograph of a school campus. In the foreground, there is a parking lot with several cars and a central landscaped area with palm trees. A large, modern school building with solar panels on the roof is in the middle ground. To the left, a large green sports field is visible. In the background, residential houses are scattered. A large, semi-transparent red circle is overlaid on the right side of the image, containing the word 'CONTEXT' in white capital letters.

# CONTEXT

## CONTEXT (WHY BEING STRATEGIC ABOUT PROPERTY IS IMPORTANT)

Glen Eira City Council is responsible on behalf of its community for more than \$1.46 billion in community assets and infrastructure.

These properties enable us to deliver our services to the community.

The extent of Council's assets is shown below:



More than  
**\$1.46B**  
community  
assets and  
infrastructure



**156**  
land parcels



Approx.  
**186** hectares  
of land used for  
parks, reserves,  
sportsgrounds  
and car parks



**572** buildings  
and structures  
of which **240**  
are buildings  
delivering  
community  
services



## What properties are included in the Strategic Property Plan?

The *Strategic Property Plan* refers to the following types of properties owned by Council:

- Vacant land
- Buildings on Council land (vacant or occupied)
- Parks, open space and sporting reserves
- Car parks

Council also leases commercial premises to provide or support some services that benefit our community. This *Plan* considers those arrangements, as although we may not own that land or asset, a strategic approach to service provision and value/benefit is important.

Council's property assets enable us to provide services that support our community — we call it community infrastructure and it includes places such as Glen Eira Town Hall, public pools, libraries, parks and gardens, early childhood and community centres, community rooms/hubs, kindergartens, the art gallery, pavilions and sporting clubs, senior citizens, Council offices and car parks.

By way of example, Council-owned property assets include, but are not limited to:

COMMUNITY INFRASTRUCTURE TYPE	NUMBER
Car parks	35*
Community rooms and hubs	20+
Independent living units	64
Senior Citizens' Centres	5
Recreation/aquatic centres	3
Scout/Guide halls	10
Tennis	15
Libraries	4
Pavilions	25
Maternal and Child Health Centres	5
Open space parks	76
Bowling and/or croquet clubs	7
Kindergartens	11
Art Gallery	1

\*Note these are stand-alone car parking assets, this number does not include car parking associated with other assets e.g. Glen Eira Town Hall car park.

To be clear, this list excludes infrastructure assets such as roads, footpaths, school crossings, shopping strips, pipes and stormwater drains. This infrastructure is managed in accordance with Council's *Asset Management Strategy 2024–2028* and *Asset Management Plan*. The *Asset Management Strategy* notes Glen Eira's assets are ageing and are increasingly costly to maintain and renew. They also need to be climate resilient, all of which poses a financial challenge to Council.

The principles outlined in the *Asset Management Strategy* are relevant to the *Strategic Property Plan*. It states that we need to manage our assets to keep them fit-for-purpose and decisions about their future need to consider the life cycle of assets, identified community need and financial sustainability.

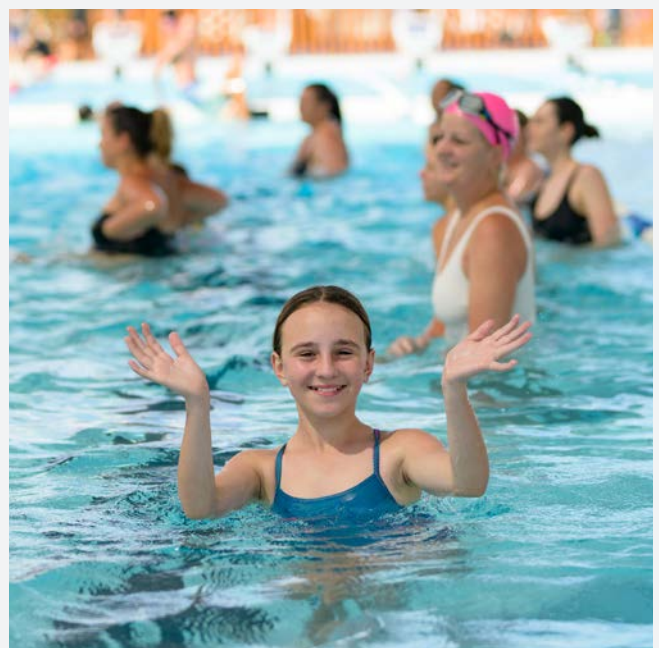
The role of the *Strategic Property Plan* is not to plan for a program of capital works expenditure that maintain/renew assets (e.g. replacing a roof, retrofitting a building for climate efficiency or the internal re-fit of a building). Rather, it is to plan strategically for the future needs of our community regarding the provision of community infrastructure that they will need. The *Plan* needs to balance sometimes competing interests while being financially sustainable.

### **The cost of quality community service provision**

Council provides a raft of services that range from parks and playgrounds, sporting facilities, animal management, youth services, library services, maternal child healthcare, tree planting and maintenance, graffiti removal, local business support and many, many others. Many of these services require land and buildings to host and support them.

A recent example of Council's investment in community infrastructure is the Carnegie Memorial Swimming Pool which provides a venue for people to swim, socialise, learn new skills and maintain healthy lifestyles. The Carnegie Memorial Swimming Pool has been a much-loved part of Glen Eira for more than 50 years, however the facility had reached the end of its serviceable life and urgently needed to be replaced. The transformation of the Pool into a contemporary aquatic facility will benefit the Glen Eira community for generations to come.

A key challenge for local government is ensuring our community has access to quality, fit-for-purpose and well-utilised community facilities that support our growing population and its changing needs throughout their lives.



Funding to acquire, maintain, renew and expand community infrastructure remains a key issue for local government. This was highlighted in recent findings of a [Parliamentary Inquiry into Local Government Funding and Services \(November 2024\)](#), which identified that “... in proportion to their revenue, councils are required to manage a far higher proportion of infrastructure than other tiers of government’ and ‘that asset renewal is the biggest capital expense for all types of councils, and asset renewal was also one of their biggest cost pressures.”

Council’s *Financial Plan 2024–34* identifies that financially, Council’s primary obligations are to be financially sustainable, make effective use of the public funds entrusted to us and to ensure the responsible management and planning of community assets so that future ratepayers are not burdened unnecessarily.

With rising costs, a constrained fiscal environment and a growing population, we need think about how best to continue provide the high-quality programs and services our community values in a financially sustainable way.

Local government faces many fiscal risks that are beyond its control, among them:

- ‘Fair Go’ rate-capping system introduced across Victoria in 2015 has severely constrained the ability of local government to rely on traditional avenues of revenue and provide essential community services.

- Impact of state and federal government decisions and policies on community infrastructure and services that councils provide e.g. state government reforms to increase housing density in middle ring suburbs to address housing affordability has implications for the supply of additional community infrastructure and services for future communities who will live for longer and in increasingly denser housing (e.g. apartments).
- Cost-shifting from other levels of government.
- Increasing costs to deliver and insure infrastructure renewal, upgrade and new infrastructure requirements.
- The timing, number and impact of emergency events.

Council’s core function is delivering the community services and associated infrastructure our community needs and expects, however the cost of providing, maintaining and renewing community infrastructure and community services is rising in a constrained economic environment.

The **specific challenges** for providing services in Glen Eira include:

- The *Open Space Strategy Refresh* identifies a deficiency of open space and recommends we buy land and make capital improvements to turn it into future open space. However, our ability to fund this is constrained.
- Related to our open space provision, is the relatively low levels of tree canopy cover in Glen Eira of just 12.5 per cent, which results in Urban Heat Island Effect (warmer temperatures caused by the modification of land, dense development, transport and hard surfaces that hold heat). This creates a situation where parts of Glen Eira can be around eight–12 degrees celsius hotter than surrounding non-urban areas during hot weather events.
- Council's *Housing Strategy* identified the need for an additional 13,000 dwellings between 2016–2036 to house the 30,000 additional people forecast to live here. The state's Housing Targets require us to have a capacity to accommodate an additional 63,500 dwellings by 2051. State government policy in relation to housing identifies potentially higher populations than currently forecast and that future housing will be denser than traditional housing, with predominantly apartments as the main type of housing in and around our activity centres. This has potential to change the way people live in Glen Eira and will impact on the type and quality of community infrastructure they will access, e.g. without private access to green space, quality publicly accessible green spaces will become even more important.

## Benefits and risks of holding property

A considered approach to managing our property portfolio can have many benefits, including:

- Providing quality, accessible, fit-for-purpose and well-used venues for delivering services to the community
- Maintaining assets proactively so they remain in good condition
- Complying with relevant laws, regulations and policies
- Opportunities to implement Council strategies
- Using economies of scale to deliver more cost-effective assets and services
- Recognising that property is the only source of revenue not constrained by the state government, thus reducing costs to ratepayers through commercialising appropriate sites.

The scale of investment in our property portfolio also exposes us to a range of risks, including:

- Changing property values over time
- Cost to hold property (e.g. interest rate changes and increasing insurance liability)
- Legal risks arising from use of properties and contractual arrangements (e.g. risk to patrons using facilities)
- Financial risks and obligations which increase as the building ages
- Commercial exposure to a competitive market (spaces may be vacant sometimes or not desired by the market).



### Taking a strategic approach

Council needs to be strategic and considered when making decisions about its properties to ensure the greatest benefits for our community now and into the future are made in the most financially sustainable way.

This requires us to look at how a small number of assets can provide a revenue stream to help us fund future community infrastructure and services. It might be the commercial leasing of a site, combining several services into one larger building to enable cost sharing or selling an under-used asset to provide a better one.

Having a strategic focus to our property portfolio will create opportunities for our services to be provided in better buildings as well as financial gains that benefit the community.

There is clearly a need for Council to strategically review and plan its property assets to ensure a balance of net community benefit and financial sustainability in delivering community services and facilities.

## The benefits and opportunities of a strategic approach to property

A strategic approach to property assets offers the following benefits:

### 1. Enhanced decision-making, long-term planning and risk management

- Enables informed decisions about property assets in relation to acquisition, maintenance, utilisation and disposal.
- Allocates resources effectively ensuring the sustainability of community resources.
- Facilitates long-term planning and forecasting, aligns property investments with community goals and adapts to changing demographics.
- Captures future needs of open space and other community infrastructure by ensuring property acquisitions and developments align with demographic trends, urban density changes and identified gaps in service provision.
- Identifies and mitigates risks associated with property assets, such as legal liabilities, environmental concerns and market fluctuations.

### 2. Enhanced accountability and transparency

- Fosters greater accountability around property asset management.
- Increases transparency and builds trust between Council and the community.

### 3. Community, environment and financial benefit

- Increased community wellbeing  
Cultivates **increased community wellbeing** by providing local infrastructure that promotes opportunities for recreation, sport, education and community engagement.
- Social equity — accessibility and inclusion  
Promotes **social equity through accessibility and inclusion** by ensuring all residents, regardless of age or ability, have access to essential services and facilities.
- Environmental sustainability  
Supports **environmental sustainability** by ensuring green spaces enhance biodiversity and reduce urban heat.
- Public health, social cohesion and safety  
Enhances **public health, social cohesion and safety** by providing safe spaces for physical activity and social gatherings. It also facilitates emergency services and disaster preparedness.
- Sense of place, liveability and social connection  
Fosters a **sense of place, liveability and social connection** by encouraging residents to participate in community activities, which provide a sense of belonging and care for one another, thereby improving liveability.
- Cost benefits and value to our community  
Maximises **cost benefits and value** through well-utilised community facilities and spaces that reduce the cost of maintenance and renewal and minimise under-utilised facilities which can lead to higher costs for Council, as they require ongoing maintenance and renewal without delivering adequate value.  
Provides **stimulus to local economies** through well-maintained infrastructure that attracts businesses. It creates jobs and encourages investment in the community, leading to a more vibrant local economy.



#### 4. Partnerships and advocacy

Manages the significant costs of property development by working in partnership with other levels of government, organisations, not-for-profits, or developers. Full funding of new facilities is simply cost prohibitive for Council on its own and partnerships are a key opportunity that allows:

- Access to other funding streams
- Access to providers/business whose business model provides services that Council cannot typically access (e.g. affordable housing providers)
- Building of new and improved facilities to provide community services that meet current and future needs
- Swapping, disposal or optimising value of land for a community benefit (e.g. lease of air space over Council land)
- Reduce risk.

Our community has told us a lot about their views and feelings on matters that this *Plan* needs to consider and plan for. Our community panel also provides regular insights into key community sentiments. **Appendix A** includes a summary of what our community has told us about infrastructure and services.



# COMMUNITY INFRASTRUCTURE

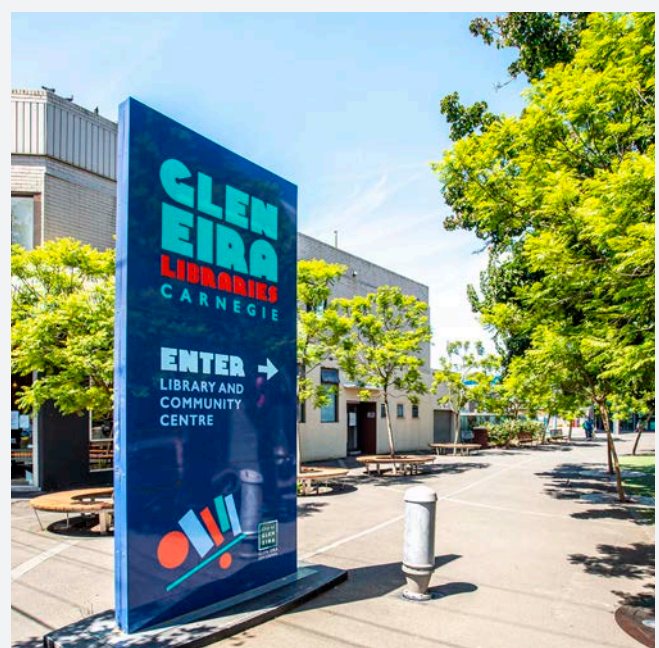
## WHAT COMMUNITY INFRASTRUCTURE DO WE NEED TO PLAN FOR IN THE FUTURE?

To ensure Council continues to deliver high quality community infrastructure and services we need to understand our properties, facilities and future needs.

### Community infrastructure and services

Council has recently assessed its community wellbeing infrastructure and facilities, both those provided by Council and other sectors (private, education, not-for-profit, etc). This community wellbeing infrastructure includes facilities such as kindergartens, libraries, community meeting spaces and other community support facilities. This assessment does not however look at open space and recreation, these are guided by the *Open Space Strategy* and upcoming planning for our communities future recreation needs. The community wellbeing infrastructure has been compared against industry benchmarks that help to inform the development of recommendations in the *Strategic Property Plan*.

While there is still further work to be done to understand how well our facilities meet community needs now and into the future, and how well they are used, we have a basic understanding of our community infrastructure provision and how this might change over the next 10 years with projected population growth.



### Key forecast recommendations are:

- **Kindergartens:** Provision of three-year-old and four-year-old kindergarten is increasing over coming years with Victorian government changes that are increasing hours and decreasing costs to families. This is likely to have impacts on the number of buildings and kinder rooms Council provides at its current sites and within new community hub facilities in the future, particularly around the need for potentially larger facilities. A *Kindergarten Infrastructure and Services Plan* is currently being prepared by the Department of Education and Training in partnership with Council, outlining where the areas of highest need are likely to be.
- **Early years infrastructure:** Respond to a growing community and more children and families that rely on quality maternal and child health services, playgroups, toy libraries, occasional care and related activities.
- **Community meeting spaces:** These should be considered in any redevelopment or new development of community facilities. Multi-use and flexible spaces will be key to meeting a range of community needs. Optimising utilisation of Council's current community spaces will be an integral part of this forecast need.
- **Libraries:** It is likely that an increase in the floorspace of libraries may be required as population numbers increase in coming years. Council has four libraries and any plans to upgrade or modify these buildings should review the available floorspace, how it can be maximised and identify any other improvements to modernise the spaces. The role that libraries can play as 'activators' within the community can be explored so that communities see their local library as a destination for a range of activities and programs.
- **Aged care:** Consideration of Council's future role in providing residential aged care services at a single site in Bentleigh East — this is anticipated to be part of a separate consideration by Council.
- **Single purpose and standalone facilities:** Long-term actions for single purpose and standalone facilities when they reach their end-of-life, alternate delivery of services and programs as part of multi-purpose and integrated community venues that cater for all ages and abilities are considered.

Work that has been completed to date will be used as a key input into a future *Community Infrastructure Plan*. The *Plan* will outline principles to guide planning for future community infrastructure, considering each suburb and its potential needs, and develop an action plan that ensures future community needs can be met by responsive and well-designed facilities.

The *Strategic Property Plan* is a dynamic plan and will need to respond to emerging data and changing demographic conditions among other matters. Data and direction identified in a future *Community Infrastructure Plan* would be used to inform recommendations in the *Strategic Property Plan*, that is, as more/better data becomes available and what we need to plan for is clearer (e.g. more library space). This will inform decisions about strategic sites recommended in the *Strategic Property Plan* and future planning for those sites.



## Open spaces

Open space is publicly owned land that is currently set aside or is likely to be so in the future, for recreation, nature conservation and passive outdoor enjoyment. It includes parks, reserves, gardens, larger urban and civic spaces and forecourts.

Glen Eira's *Open Space Strategy* identifies key issues regarding provision of open space in the municipality:

- The lack of open space, particularly the gaps in provision of open space, meaning some people are not within reasonable walking distance of any open space
- The impact of the forecast increase in urban densities and population growth on liveability and access to open space
- The need to ensure an equitable balance between sporting, unstructured recreation and informal use and values of open space
- The need to care for, protect and carefully manage trees, particularly mature trees in open space
- The lack of diversity of open space character and facilities and the need to adapt to changing needs
- The need to improve sustainable design and management practices in open space, including sustainable water use
- Improving accessibility for all to open space, including different cultural groups, diverse age ranges and people with all levels of ability.

## Future living arrangements will change our communities future open space needs

Council has prepared structure plans to guide future development in the three Major Activity Centres (MAC) of Bentleigh, Carnegie and Elsternwick. The *Housing Strategy* provides further definition around the forecast change in the neighbourhood centres and in selected strategic sites.

The structure plans and *Housing Strategy* align with Victorian Government planning policy that directs higher density housing to activity centres. Many of the existing activity centres have no or little existing open space. Increasing urban densities and concentrations of additional resident and worker populations in them means there is a need for new open space.

In addition, people living in higher density housing mostly lack back yards unlike those living in traditional Glen Eira housing. Therefore, residents of higher density housing will rely on being outdoors in publicly accessible green space. This is particularly important in ensuring people have access to green space that enjoys winter sunlight and is not over shadowed particularly during the winter months.

Children living in high-rise housing within a 300-metre radius of local green space are more likely to access those spaces independently than children who had to travel further<sup>1</sup>. While this research is available on children's use and access to open space, it is likely that vertical living for adults results in at least the same and potentially a greater reliance on publicly accessible green space.

Regularly distributed green spaces across built up areas that are designed with appropriate green infrastructure can be effective in offsetting some of the impacts of increased urban heat as well as promoting community health and wellbeing.

In Caulfield South, large portions of the suburb — particularly in the west — lack accessible green space. Further exploration of strategic repurposing of underutilised land, such as Council-owned sites or road reserves, could create a new publicly accessible green space.

Ormond also has gaps in publicly accessible green space provision, particularly in the north and around North Road, where higher-density housing is placing additional demand on recreational areas including the proposed development located above Ormond train station. Additionally, partnerships with developers could help integrate green spaces into new developments.

Beyond these opportunities are innovative solutions like green streets, road dieting, increase street canopy trees and shared use of school open spaces. These solutions can help improve access and connection to open spaces and enhance the overall public realm. Shared spaces with school or private development can play a role also but often rely on an ongoing relationship and can be subject to quick change.

Future Victorian Government announcements regarding activity centres will further intensify demand for publicly accessible green space. This reinforces the need for Council to strategically plan to acquire, re-purpose for and fund publicly accessible green space, noting in recent years Council has acquired open space in Bentleigh, Bentleigh East, Carnegie, Caulfield South, Elsternwick and Gardenvale. Funding is needed to re-purpose these sites into the high-quality open space that our community requires.

<sup>1</sup> *Vertical Living Kids* (2009), undertaken by the University of Melbourne for the Victorian Health Promotion Foundation

## Sport and recreation

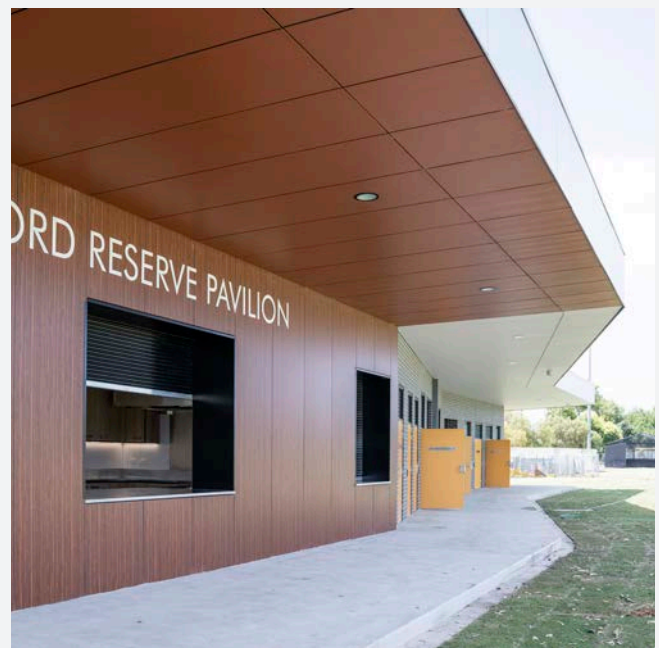
Glen Eira's population is set to grow by 30,000 by 2036, creating increased demand for access to high-quality outdoor sports facilities. To meet this demand, it is essential to enhance the durability and capacity of existing sportsgrounds.

Council also has an ongoing upgrade program in place for sports pavilions in open space. The *Pavilion Redevelopment Strategy* promotes multi-use of pavilions in recognition that there are constraints on the amount of open space available. This approach will need to be strengthened within the context of forecast population growth. Pavilions are located within parks. An understanding is required of utilisation and whether there is opportunity for improved utilisation, particularly where community spaces may be available within those pavilions for broader community use.

The *Pavilion Redevelopment Strategy* prioritises future pavilion upgrades. Opportunities to include community spaces outside of active sport will be considered on a case-by-case basis as part of the design and community engagement process.

Glen Eira Sports and Aquatic Centre in Bentleigh East caters for current demand for indoor multi-purpose facilities which was highlighted in *GET Active — Future of Sport and Active Recreation 2019*. If future recreation planning identifies provision of multi-purpose indoor facilities is required, those facilities should be investigated for sites additional to the existing open space network to avoid losing outdoor open space to buildings.

In addition, there is a need to consider ageing club infrastructure supporting activities such as croquet, tennis and bowls through a strategic lens. Further strategic recreation and leisure planning is needed to assess current and future needs, demand for these activities, and how Council can best support them.



# DECISION-MAKING FRAMEWORK



# DECISION-MAKING FRAMEWORK

A robust assessment of Council's property assets is essential to support the effectiveness of these assets in meeting community benefit and financial sustainability outcomes. Council's adopted *Property Strategy 2021* identified a broad decision-making framework and process to be used as a starting point when considering how Council should make decisions about property assets. It identifies a consistent assessment process, including required supporting information reporting and decision points throughout the process.

This *Strategic Property Plan* adapts the key phases for decision-making from the *Property Strategy 2021* and incorporates further matters related to the principles outlined in the *Plan*. The revised decision-making framework (in two parts) is outlined in the process below.

## PHASE 1: INITIAL PHASE

Establish a baseline assessment of each property based on available information including:

- historical maintenance and renewal expenditure
- forecast renewal costs based on the current condition of assets
- overall asset condition and value
- current utilisation
- forecast needs based on current data on community infrastructure.



**PHASE 1: Property performance assessment matrix**

These matters have informed categorisation of property assets and recommendations of the *Strategic Property Plan*.

ASSESSMENT CATEGORY/ EVALUATION CRITERIA		SUPPORTING CHECKLIST CONSIDERATIONS
Council Plan strategic priorities service need	Identified for implementation of the <i>Council Plan</i> or any Council strategies	1. Is the property identified for current or future Council or community use in a current Council strategy, plan or policy e.g. <i>Open Space Strategy, Major Activity Centre Structure Plan</i> ?
	Service suitability and operational need	2. Does the property deliver an identified long-term Council service need based on current information? 3. Does Council require further data or service review information to enable decision-making on future service provision? 4. Are there place-related or localised community needs that should be considered for this site? This may be on a municipal, suburb or neighbourhood basis.
Strategic property review	Site context and attributes	5. Location and surrounding land uses — proximity to activity centres, public transport, market appeal. 6. Size of site, street frontages and access, existing improvements and uses that may constrain redevelopment.
	Town planning controls title considerations	7. Review title information to understand if any easements, encumbrances, covenants constrain use, acquisition, redevelopment, rezoning or disposal of a property. 8. Review current zoning and overlay controls to understand if they constrain current and future uses (e.g. use and development, car parking requirements, building heights and setbacks and whether the property is heritage listed). 9. Highest and best use of the property having regard to current and future town planning controls (e.g. at grade car park with development controls allowing for enhanced development capacity).
	Site specific constraints	10. Associated with presence of hazardous materials or contamination, heritage, flora and fauna values, location of services, capacity constraints and impact on ongoing use, redevelopment, rezoning, disposal or acquisition.

ASSESSMENT CATEGORY/ EVALUATION CRITERIA		SUPPORTING CHECKLIST CONSIDERATIONS
Property performance	Building condition/ fit-for- purpose	11. Does the property meet service requirements? 12. Assessment of general building condition.
	Use by Council and/or community groups/the community	13. Assessment of utilisation — hours, days of use, level of vacancy (Council to determine benchmark rates per facility type). 14. Assessment as to whether the property is well utilised based on the utilisation data.
	Identifying/creating opportunity	15. Is there opportunity to optimise a property in a manner that maximises community benefit and/or financial returns or enhances asset value? 16. Is there opportunity to include other Council supported services/uses within this property asset e.g. where Council is leasing property commercially from the private sector to provide a service — is there opportunity to move that service to this property? 17. Is there development potential that would allow for expansion/improvement?
	Financial performance review — costs and revenue	Review of latest financial data relating to the policy with a focus on: 18. Cost to Council per annum (PA) — rent, maintenance, utilities etc. (Council to determine benchmark rates per facility type); 19. Revenue — rent/hire fees; and 20. Assessment of net cost to Council.

Once property assets have been assessed against Phase 1 (above) of the decision-making framework, there will be a decision point to report on a categorisation of property assets (below), and subject to which category the property asset is allocated, commensurate actions will be undertaken.

Following the Property Performance Assessment Matrix Phase 1 (above) a property will be placed into one of the following four categories:

CATEGORY NUMBER	CATEGORY DESCRIPTION	PERFORMANCE LEVEL/ RECOMMENDATION
1	Business as usual (BAU)	<ul style="list-style-type: none"> <li>Deemed as currently well utilised and fit-for-purpose.</li> <li>Maintain as operational.</li> <li>Review period five years or sooner if relevant site-specific data/opportunity becomes available.</li> </ul>
2	Optimise benefit*^^	<ul style="list-style-type: none"> <li>Deemed to be underutilised or having 'fit-for-purpose' issues.</li> <li>Further investigation (based on Phase 1 findings) to identify fit-for-purpose or other issues that may be preventing good utilisation of property asset.</li> <li>Is the community use or Council service best served by this property?</li> <li>Are there alternative service delivery options, including co-location and/or commercial opportunities to improve utilisation of property?</li> <li>Is there an alternate Council facility for provision of the service that may offer increased benefits e.g. proximity to an activity centre and public transport, proximity to complementary services, etc.</li> <li>Is there opportunity to include other Council supported services/uses within this property asset where Council is leasing property commercially from the private sector to provide a service to improve better outcomes e.g. better accessibility; cost efficiencies?</li> </ul>
3	Potential future strategic site (subject to service review) ^^	<ul style="list-style-type: none"> <li>Requires a decision from Council regarding service provision (i.e. does Council want to keep supporting this service in its current form? This would require consideration of Council service review recommendations).</li> <li>Subject to Council decision, move to Category 1 or 2 where not deemed surplus (as appropriate), or to Category 4 for further investigation and assessment in line with Phase 2 if deemed surplus.</li> </ul>
4	Strategic site (subject to Council decision)	<ul style="list-style-type: none"> <li>Deemed surplus.</li> <li>Identified site for further investigation, assessment and feasibility testing for recommended options in line with Phase 2 (below).</li> </ul>

\* Will require specific stakeholder engagement

^^ There are longer term actions that support outcomes in these categories. Refer to **Focus Area 2: Value and Fairness in Council’s Leasing and Licencing Practices** and **Focus Area 3: Utilisation of Council’s Community Infrastructure** as part of recommendations of the *Strategic Property Plan*.



Annual assessment informed by new data will inform any re-categorisation of properties, noting most properties will fall within categories 1 and 2, being property assets that meet community needs and may only need to be maintained or potentially better utilised.

Where a property asset falls within Category 3 and 4 (above), it will be recommended for further assessment for consideration of strategic re-development (through Phase 2 outlined below). This may include any combination of redevelopment, acquisition and/or disposal e.g. only part of the site may be recommended for disposal to facilitate redevelopment or upgrade to another part.

This includes relevant reporting and decision points throughout the process.

## PHASE 2: FURTHER INVESTIGATIONS AND OPPORTUNITIES ASSESSMENT

Undertake a more detailed assessment of properties identified for further investigation. The investigations may include more detailed site inspections and technical due diligence investigations to support evaluation and reporting. This process will endeavor to evaluate a range of options and opportunities to address deficiencies in performance identified in Phase 1 decision-making. The selection of opportunities for investigation and options development will need to be tailored to the particular property and circumstances and could include:

- Undertake selected actions to redevelop or upgrade the property
- Investigate opportunities for partnerships with other non-council agencies to enhance capacity including lease or license
- Investigate income-generating redevelopment opportunities for broader Council strategic service requirements
- Disposal of property. This may occur where the property is considered surplus to Council requirements or where its disposal would enable the achievement of a stronger community outcome (e.g. realising purchase or capital investment in delivering open space)
- Acquisition to support service delivery — Council to engage with landowner for property acquisition.

Note opportunities may require several recommendations that need to occur in combination e.g. acquisition of adjoining parcel to facilitate a larger land parcel for development of a community facility in partnership.

As per Phase 1 decision-making, following the investigation, reports as part of options development would be prepared that would support Council's consideration of a decision on a particular outcome. Phase 2 assessment matrix is outlined below.

**PHASE 2: Further investigations assessment matrix**

**1. Refined site-specific due diligence/technical assessments**

**2. Strategic redevelopment**

**General project delivery assessment**

**Funding to support project delivery**

Is there an available or identified source of funding? Depending on the property asset assessed, Council may also consider options such as part disposal or commercial opportunity as a source of funding, or private sector partnership redevelopment.

**Council delivery capacity**

Does Council have the resources available to deliver the services and manage the project?

**Timing**

Is the proposal urgent or the timing to proceed optimal?

**Risk**

Are there any significant risks to manage with the property (e.g. site contamination, development or construction risks, service delivery risk, restrictive covenant or similar).

**Criticality considerations**

Are there any political considerations or conditions that need to be factored into decisions at the time (e.g. any re-use must include open space or affordable housing)?

**REPORTING AND DECISION POINT — OPTIONS DEVELOPMENT**

**2a. Redevelop in partnership (if applicable)**

1. Is a partner arrangement the best means to achieve the delivery of the service?
2. Have other property alternatives to address the service need been considered? — E.g. Lease, collocation, partnership) Is ownership the best means to achieve the delivery of the service.
3. Has a potential redevelopment partner been identified?
4. Is a competitive/market procurement process required to identify/ select a potential redevelopment partner?
5. What public notification requirements need to be considered?

**2b. Redevelop/ upgrade (if applicable)**

1. What are the options and their respective costs and benefits to redevelop/upgrade the facility?
2. Key findings of site-specific due diligence/technical assessments to support redevelopment/upgrade options.
3. Relative costs and benefits of the redevelopment/upgrade options.

**2c. Acquisition (if applicable)**

1. Is acquisition the best means to achieve the delivery of the service/ community benefit?
2. Have other alternatives to address the service/community benefit been considered? — E.g. a lease or partnership — such as providing open space for additional yield for private developments)?
3. Has the preferred method of acquisition been identified and investigated, including direct discussions and negotiations with the landowner?
4. What governance arrangements are in place (including community consultation and public notification processes) to demonstrate transparency and accountability for the property acquisition?
5. Is there community benefit that can be derived from acquisition?
6. Is the property able to be acquired at market value?
7. Is there an available source of funding?

**2d. Disposal (if applicable)**

1. Is the property considered surplus to Council requirements in whole or in part?
2. Have Council's property asset requirements specified in its strategic plans, policies and strategies identified the property surplus to Council service deliver requirements?
3. Have appropriate due diligence been undertaken to confirm there is no constraints/ risks to sale?
4. Is the property able to be disposed of in a manner which optimizes or achieves market value or are there circumstances that required Council to deal with a limited pool of potential buyers.
5. What governance arrangements are in place (including community consultation and public notification processes) to demonstrate transparency and accountability for the property disposal consistent with Council's adopted policies including *Sale of Council Land and Buildings Policy* and the requirements of the *Local Government Act 2020*?
6. Is there additional community benefit (over and above funds) that can be derived as part of any sale?

May be a combination of these processes and one may be reliant on the other

**REPORTING AND DECISION POINT — OPTIONS DEVELOPMENT**

**Implementation/business case**

**Develop an implementation strategy to support preferred option.**

This may include commercial property, financial analysis, legal, design and/or funding strategy development. This would be undertaken on a 'case-by-case' basis given the profile, value or complexity of the property and proposal e.g. the level of complexity involved in a partnership arrangement.

**REPORTING AND DECISION POINT — IMPLEMENTATION**

## Financial and governance considerations

Council's *Financial Plan 2024–25 to 2033–34* identifies that financially, Council's primary obligations are to be financially sustainable, make effective use of the public funds entrusted to it, and to ensure the responsible management and planning of community assets so that future ratepayers are not burdened unnecessarily.

The *Financial Plan* outlines key matters that guide the *Strategic Property Plan* and the challenges it must address whilst ensuring a net community benefit, including that with rising cost pressures, a tightening fiscal environment, and a growing population, it is imperative that we make decisions that meet community need now and into the future.

Long-term financial sustainability is essential for Council to continue providing the high-quality programs and services our community values and relies upon.

Council's *Land and Buildings Policy* provides guidance and governance around how to consider the future of buildings and land, and notes "in identifying any potential surplus Council-owned property assets, a report shall be presented to Council providing all relevant information regarding the asset identified for potential sale including environmental and planning issues and shall include a proposed process for undertaking both consultative and/or statutory processes under the *Local Government Act 2020*, including provisions for Council to hear submissions from the community related to the proposed sale."

Regarding financial decision-making and use of funds generated through any disposal of Council assets, the policy is clear. It identifies that "funds generated through disposal will be allocated to the acquisition of new assets or the enhancement of existing assets and not to general operating revenue" and "priority will be given to establishing/acquiring assets that deliver on Tier 1 Council strategic directions."

Council's *Investment Policy* identifies that all investment decisions are made having regard to the values expressed in the *Council and Community Plan*, the principles of responsible investing and to Council's requirement to exercise effective financial stewardship.

This *Plan* will align with these policies, as outlined in the decision-making framework.

In the event of any sale of Council land, before deciding on the sale, Council must undertake a formal statutory process pursuant to relevant sections of the *Local Government Act 2020* (the *Act*) which includes undertaking a community engagement process. Subject to endorsement at the later stages of Phase 2 decision-making (below), a statutory community engagement process on the proposed sale of the land would be undertaken. Council would then consider feedback, ahead of a further report to Council for a decision on the proposed sale.



## FOCUS AREAS

## FOCUS AREAS (RECOMMENDATIONS)

As identified throughout this *Plan*, community needs are dynamic, as is Council’s role in responding and supporting those needs.

While the *Plan* is recommended for comprehensive review every five years, annual updates are proposed to enable the plan to be dynamic, particularly regarding data inputs to the decision-making framework.

Decisions about the performance of this *Plan* will be made by implementing a comprehensive *Monitoring, Evaluation, Reporting and Improvement (MERI) Framework* (refer **Appendix B**).

These updates will ensure focus areas and recommendations are as relevant as possible.

The *Asset Management Strategy 2024–2028* and its *Asset Plan* include actions that have direct correlation to the objectives of the *Strategic Property Plan*, namely:

- AP1 Reliable asset data — Asset registers reflect the correct location, condition state and remaining life of an asset.
- AP2 Life cycle planning — Funding and planning are made based on asset life cycle costs.

The following focus areas identify objectives, background and actions that advance established principles in this *Strategic Property Plan*:

**1. Focus areas — whole of Council enabling**

These represent ‘whole of Council’ enabling actions that will ensure our systems, processes and strategic decision-making will support the delivery of the *Strategic Property Plan*.

**2. Focus areas — strategic sites**

These will take the form of specific recommendations on categorisation of Council’s property assets and specific recommendations on strategic sites (where the asset is identified in category 4).

**Timeframes are identified as:**

TIMEFRAME	YEARS
Short-term	1–3 years
Medium-term	3–5 years
Long-term	5+ years
Ongoing	N/A

## Strategic Property Plan focus areas — whole of council enabling

### FOCUS AREA 1: COUNCIL'S STRATEGIC PROPERTY GOALS

<b>Objective(s)</b>	<ol style="list-style-type: none"> <li>1. Council's <i>Property Strategy</i> aligns with broader strategic objectives and long-term planning goals to enhance community benefit.</li> <li>2. The long-term property investment plan anticipates future community needs and aligns with demographic changes and emerging challenges for Council.</li> </ol>
---------------------	--

<b>Background</b>	<p>There are various challenges faced by Council that include but are not limited to Victorian Government housing targets and activity centre plans, population growth, local government funding, and increased cost for example. The <i>Property Strategy</i> was adopted in 2021, and many challenges have emerged since that time. There is an opportunity to reaffirm Council's <i>Property Strategy</i> to ensure it takes a holistic and contemporary in approach in dealing with emerging challenges.</p> <p>A <i>Recreation Strategy</i> identifies a whole of municipality approach to planning for recreation needs of our community and also identifies clear objectives for important community infrastructure such as Pavilions. There is opportunity for a <i>Recreation Strategy</i> to include key actions that would consider the role of 'net community use' (i.e. not just sporting uses) in consideration of recreation facilities — and true 'multi-purpose' outcomes in the adaptive re-use of existing recreation facilities, and new facilities (e.g. future pavilions).</p>
-------------------	--

Action(s)		Timeframe
<b>Action 1.1</b>	Review and update Council's 2021 <i>Property Strategy</i> .	Short-term
<b>Action 1.2</b>	Preparation of a <i>Recreation Strategy</i> (or similar strategic work) for Glen Eira and a refreshed <i>Pavilions Strategy</i> .	Short-term

**FOCUS AREA 2: VALUE AND FAIRNESS IN COUNCIL’S LEASING AND LICENCING PRACTICES**

- Objective(s)**
1. A culture of accountability and transparency builds trust with the community.
  2. Fair processes that manage community access to infrastructure ensure equitable participation and fair value fees for use.
  3. Ensuring a balance of cost benefits and community benefits are realised wherever possible.

**Background**

One of the key difficulties in ensuring effective leasing of Council’s land and buildings is reaching agreement with community groups about property leases and licences. Due to the legal nature of these documents, it is often a protracted process to finalise an agreed document with community users who may never have had to work through a document of this type before.

As such, establishing and continually improving standards, processes and transparent decision-making create equitable outcomes that limit the time and resources needed for both Council and the community groups involved.

There is opportunity to incorporate decision-making into leasing/licensing that has a broader regard to utilisation goals. Similarly, an understanding of fair value for leases/licences is required, to balance community access with financial sustainability.

Wherever possible Council, in ensuring financial sustainability needs to consolidate any services that are operated under third party private lease arrangements into Council owned land and buildings, notwithstanding there may be some exceptional circumstances.

Action(s)		Timeframe
<b>Action 2.1</b>	Review Council’s <i>Leasing and Licensing Policy 2019</i> with specific focus on: <ul style="list-style-type: none"> <li>• Streamlining the leasing and licensing process to ensure fair and equitable allocation of community access and fair value fees for use that meet legislative requirements and the needs of the community.</li> <li>• Reconfirm the lease and licence <i>Decision-making Framework</i> for community tenure arrangements to optimise alignment to the principles outlined in this <i>Plan</i> e.g. opportunities for enhanced utilisation of space, community benefit matrix and formalising the requirement for expressions of interest (EOIs) for any vacancies within Council spaces.</li> </ul>	Short-term
<b>Action 2.2</b>	Identify a program of lease and licence renewals to prioritise opportunities for optimising utilisation and other focus areas of the <i>Strategic Property Plan</i> .	Short-term and medium-term
<b>Action 2.3</b>	Review the fee structure and value of leases and licences of property assets.	Short-term
<b>Action 2.4</b>	Review leases where Council is the leaseholder on behalf of a community use or a Council service and look for opportunities to relocate to identified underutilised spaces owned by Council wherever possible.	Short-term
<b>Action 2.5</b>	In exceptional circumstances where Council cannot use existing Council land/buildings to run a ‘critical service’, undertake analysis to identify specific and suitable partnership land (public ownership/public agencies) to secure longer term lease/use arrangements and identify any potential future land that may meet identified eligibility criteria for future use that Council may consider acquiring in the future to meet ‘critical service’ needs.	Short-term

### FOCUS AREA 3: UTILISATION OF COUNCIL'S COMMUNITY INFRASTRUCTURE

- Objective(s)**
1. Forecasting considers our community's changing demographic profile and examines future community infrastructure needs.
  2. Adaptation of buildings to accommodate other uses helps us respond to future change.
  3. Cost-effectiveness of community facilities requires high utilisation rates and may result in service amalgamation or repurposing of facilities.
  4. Community infrastructure promotes inclusivity and equal opportunities for participation.

**Background**

In its first iteration, the *Strategic Property Plan* has used current data on utilisation and service provision to inform recommendations. However, Council will gather more data and undertake further forecasts as is necessary — data is not static and emerging trends and challenges remain dynamic. As new data better informs decision-making about community needs, Council's property portfolio will need to respond to the changes. Each parcel of land and building in the property portfolio will be continually assessed for its benefit to the community and whether it is effectively utilised. Maximising utilisation provides fairness and efficiency for everyone, including our ratepayers.

Action(s)		Timeframe
<b>Action 3.1</b>	Prepare a <i>Community Infrastructure Plan</i> to inform Council's forward planning for community infrastructure and prioritise review cycles for the plan.	Short-term and ongoing
<b>Action 3.2</b>	Consider what community services Council offers on a regular basis.	Short-term and ongoing
<b>Action 3.3</b>	Conduct regular assessments of underutilised or surplus properties to identify alternative uses and maximise asset efficiency.	Ongoing
<b>Action 3.4</b>	Update the <i>Strategic Property Plan</i> as required to reflect the updated service commitments, utilisation assessments and forecast demand.	Ongoing

**FOCUS AREA 4: COUNCIL’S COMMUNITY INFRASTRUCTURE AND ITS INFLUENCE ON LIVEABILITY AND PLACE**

- Objective(s)**
1. Community engagement informs decisions about local community infrastructure.
  2. Property assets foster a sense of belonging, enhance community connection and liveability.

**Background** The location, accessibility and quality of community infrastructure has an impact on community wellbeing both directly, through social connection and belonging, and indirectly, through perceptions of safety from our communities ability to access well-used and maintained public spaces. It is important that our community has the opportunity to influence the form and function of community spaces.

Action(s)	Timeframe
<b>Action 4.1</b> Ensure community engagement informs future community infrastructure.	Ongoing



**FOCUS AREA 5: OPTIMISE OUTCOMES — COUNCIL’S PROPERTY ASSETS**

**Objective(s)** Optimise Council’s property assets in a manner that enhances property asset value, aligns with strategic objectives and optimises financial returns whilst maximising community benefit.

**Background** Ensuring a balance of community benefit and financial sustainability, it is important that where Council seeks to partner, dispose or in any way commercialise its property assets, it seeks to optimise outcomes to ensure the best cost benefit for our community. This may be through such mechanisms as making sure Return on Investment (ROI) meets industry benchmarks, ensuring development potential is fully explored or pursuing opportunity for expanded/new community assets in any commercialised outcome. Note a balance of approach is required, where Council through its service offer will need to balance outcomes — often Council will choose community benefits that are not necessarily financially an optimal outcome, however the decision is reflected in Council’s support to our community.

There are property assets owned by other levels of government and agencies in Glen Eira. It is also important that Council is proactive in identifying opportunities for that land where it may benefit our community e.g. use of state-owned land for a community benefit. Similarly, it is important that Council advocate for fair development contributions to fund community infrastructure particularly in this changing planning policy environment with regard to activity centres.

Action(s)		Timeframe
<b>Action 5.1</b>	Actively seek opportunities to value-add and maximise benefit (financial and community) within Council’s property portfolio.	Ongoing
<b>Action 5.2</b>	Where appropriate advocate to Victorian Government and other agencies to benefit property related outcomes in provision of community benefit for the City of Glen Eira.	Ongoing
<b>Action 5.3</b>	Advocate to the Victorian Government for local government access to adequate development contributions for future private sector development to fund community infrastructure.	Ongoing

### Strategic Property Plan focus areas — strategic sites

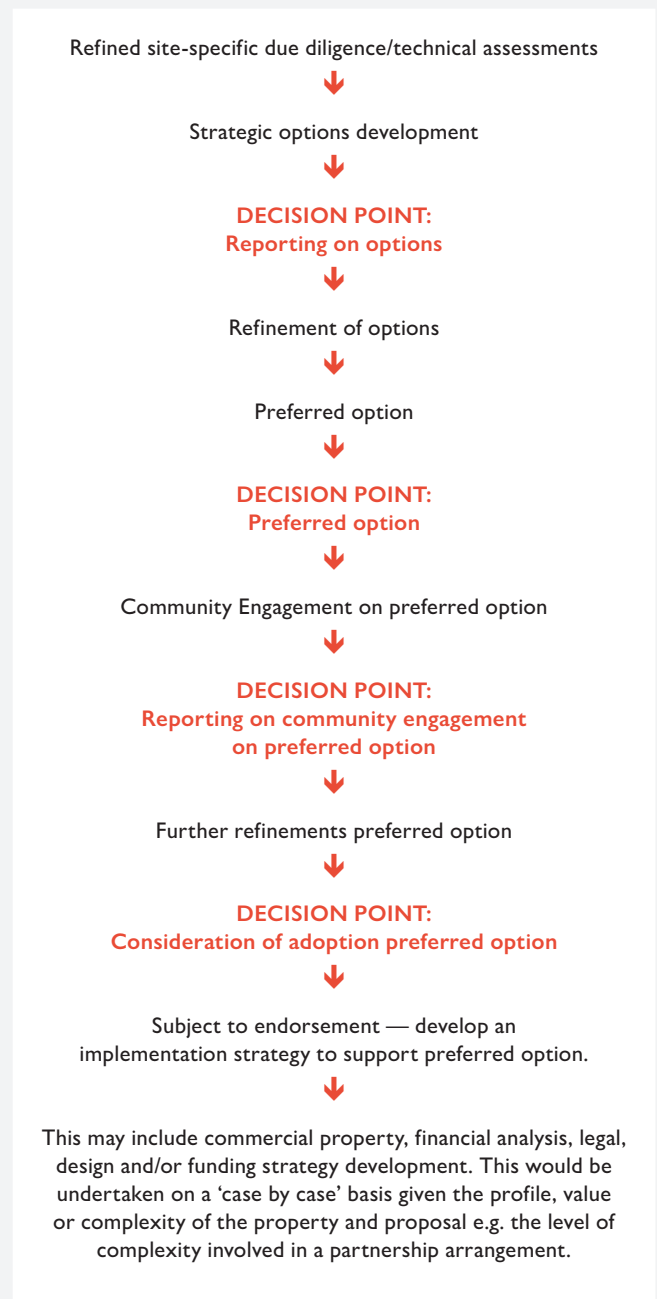
Following Phase 1 assessment of Council’s property portfolio, recommendations will be made regarding the four category areas as per the following categorisation (refer to page 29 *Decision-making Framework* for further information).

These recommendations will then follow the Phase 2 decision-making matrix process. Annual assessment informed by new data will inform any re-categorisation of properties, noting most properties will fall within categories 1 and 2 being property assets that meet community needs and may only need to be maintained or potentially better utilised.

CATEGORY NUMBER	CATEGORY DESCRIPTION
1	Business as usual (BAU)
2	Optimise benefit
3	Potential future strategic site (subject to service review)
4	Strategic site (subject to Council decision)

As an outcome of Phase 1 assessment, and not in any priority order, the following properties have been identified for further investigation as part of Phase 2 decision-making. Consistent with Phase 2 *Decision-making Framework* (see page 29), these sites would be brought to Council for further consideration over the commensurate short-medium term timeframe being 1–5 years.

The following identifies a synopsis of the process these strategic sites will taken through as part of Phase 2 noting this is subject to any service matters being resolved:



Recommended Strategic Sites noting some are Category 3 subject to service decisions:

<b>Former Carnegie child care centre</b>	17 Truganini Road, Carnegie
<b>Elsternwick Library Precinct</b> (Elsternwick Library, Orrong Road Kindergarten and car parking)	2–12 Staniland Grove and 53–55 Orrong Road, Elsternwick
<b>Civic Precinct</b> (Glen Eira Town Hall, Glen Eira Gallery, Caulfield Library, Maternal and Child Health, former early learning centre, Oak Tree House 1 and 2)	420 Glen Eira Road, 256–258 Hawthorn Road and 4–6 Lirrewa Grove, Caulfield
<b>Former Commonwealth Bank</b>	751 Centre Road, Bentleigh East
<b>Vacant land (fenced) to the east of Bentleigh West Primary School</b>	16 Pleasance Street, Bentleigh
<b>Shepparson Street car park and Carnegie Library and Community Centre</b>	Part 3, 7 and 9–15 Shepparson Avenue and 296–298 Neerim Road, Carnegie
<b>Watson Grove car park</b>	5 Watson Grove, Glen Huntly
<b>Station Place car park</b>	12–14 Station Place, Glen Huntly
<b>Former Spurway Aged Care facility</b>	89–91 Murrumbeena Road, Murrumbeena
<b>Former Peninsula Legal Centre office</b> (next to Brady Road Kindergarten)	82 and 84 Brady Road, Bentleigh East
<b>Maternal and Child Health Centre and child care centre</b>	103–105 Murrumbeena Road, Murrumbeena
<b>McKinnon Hall complex</b>	118–122 McKinnon Road, McKinnon
<b>Bent Street west car park</b> (Western end of car parks north of Centre Road)	1–5 Bent Street, Bentleigh
<b>The Elsternwick Club</b>	19 Sandham Street, Elsternwick

A woman with long dark hair, wearing a white t-shirt, a red scarf, black pants, and a black bag, is walking on a light-colored paved path. The path curves through a landscaped area with green grass, small plants, and two wooden benches with metal frames. Large trees with thick, textured trunks and green leaves are prominent in the foreground and background. In the distance, a modern building with a dark facade is visible. A large, semi-transparent red circle is overlaid on the right side of the image, containing the text 'APPENDICES' in white, bold, uppercase letters.

# APPENDICES

# APPENDIX A: OUR PLACE, OUR PLAN — WHAT OUR COMMUNITY HAS TOLD US

Through late 2024 to mid-2025, Council developed our new *Council Plan* which was informed by *Our Place, Our Plan* community engagement. What our community told us will help shape our plans for the next four years. The *Strategic Property Plan* looks beyond four years, so it is especially important it is informed by our community's views. It needs to consider how Council's assets contribute to the liveability of our places and spaces.

The feedback we received from our community through *Our Place, Our Plan* assists us in progressing the *Community Vision* — that in 2040, Glen Eira is a thriving and empowered community, working together for an inclusive and sustainable future. It has also provided meaningful community views on key matters addressed in this *Plan*, and the *Plan* has been updated accordingly in consideration of that engagement.

*Our Place, Our Plan*, was developed as a multi-phased communication and engagement program to gather our community's feedback for this integrated planning process. This engagement formed the biggest ever conversation with our community and was designed to be delivered across the consult and collaborate levels of the IAP2 Public Participation spectrum in four phases:

**Phase one**  
**2040 Community Vision check in**  
1 to 31 August 2024  
Consult level



**Phase two**  
**Broad community engagement**  
5 February to 16 March 2025  
Consult level



**Phase three**  
**Community Priorities Panel**  
19 March to 16 April  
Deliberative engagement at the collaborate level



**Phase four**  
**Consultation on draft plans**  
Round one plans: 30 April to 18 May 2025  
Round two plans: 11 August to 3 September 2025  
Consult level



The development of the *Strategic Property Plan 2025–2030* was informed by our communities feedback during earlier phases of *Our Place, Our Plan* between 5 February to 16 April 2025. This included broad community engagement, stakeholder engagement and a deliberative engagement process with our Community Priorities Panel made up of 39 representative Glen Eira residents.

The draft *Plan* was then exhibited during the fourth phase of *Our Place, Our Plan* from 30 April to 18 May 2025, along with other plans. This engagement was to check back in with the community to see if we had heard them correctly through their feedback and if they had any further comments to add before the *Plan* was presented to Council for adoption.

The *Draft Strategic Property Plan* received a total of 18 survey submissions and one email submission, totalling 19 submissions overall.

Our community has already told us a lot about their views and feelings on matters that this *Plan* needs to consider and plan for. Phase three of the *Our Plan, Our Place* communication and engagement program was the re-establishment of our Community Priorities Panel.

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

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

Of most relevance to the development of this *Plan*, the following recommendations apply:

**Community wellbeing recommendations:**

- > Diversify green spaces (90 per cent)
- > Use Council assets to support social connections (88 per cent)
- > Improve accessibility of services and information (80 per cent)
- > Create passive outdoor spaces for adults (82 per cent)

**Social cohesion recommendations:**

- > Co-locate services in community hubs (90 per cent)
- > Build adaptable community hubs (88 per cent)
- > Complete strategic asset assessments (84 per cent)
- > Apply community connection principles to environmental design (84 per cent)

**Diverse and accessible places recommendations:**

- > Prioritise pocket parks and passive open space over active open spaces (78 per cent)
- > Build hubs paired with satellite services where needed (80 per cent)
- > Balance maintenance costs and placemaking investment (78 per cent)
- > Sell land as a last resort (90 per cent)
- > Co-locate facilities (84 per cent)
- > Review maintenance to include social value and use (84 per cent)
- > Recover costs from private hiring of Council facilities (84 per cent)
- > Include green assets in asset register (82 per cent)
- > Raise revenue through renting community assets (80 per cent)
- > Alternate service providers (76 per cent)

**Environmental stewardship recommendations:**

- > Create a physical hub to discuss sustainability options (80 per cent)

**Innovative and digitally enabled services recommendations:**

- > Seek collaborations and partnerships to deliver services while maintaining oversight (88 per cent)
- > Use partnerships when financially beneficial while maintaining quality (82 per cent)
- > Provide services for whole community unless there are gaps in availability of targeted services (78 per cent)

This *Plan* responds to the outcomes of *Our Place, Our Plan* engagement, including recommendations of the community panel, survey responses to *Our Place, Our Plan*, and specific feedback to consultation on the draft *Strategic Property Plan* itself.

Issues raised by our community inform the principles adopted within the *Plan*, particularly the following principles:

- A. Well-maintained places and renewed infrastructure, parks and gardens.
- B. Enhanced accountability and transparency.
- C. Optimising value (community, environment and financial benefit).



## APPENDIX B: MONITORING, EVALUATION, REPORTING AND IMPROVEMENT (MERI)

Decisions about the performance of this *Plan* will be made by implementing a comprehensive *Monitoring, Evaluation, Reporting and Improvement (MERI) Framework*.

The *Decision-Making Framework* presented in this plan provide data, reporting and analysis that directly supports the *MERI framework*:

- **PHASE 1: Property Performance Assessment Matrix**
- **PHASE 2: Further Investigations Assessment Matrix**

### Monitoring

Monitoring involves the measuring and recording the performance of the plan. Council will overtime, collect data related to informing the *Strategic Property Plan* including but not limited to forecast demographics, service review, utilisation, condition audits and current financial costs and revenue. Data to inform the *Strategic Property Plan* is constantly evolving and dynamic. Therefore, in responding to these conditions the *Strategic Property Plan* must also remain dynamic.

Key performance indicators (KPIs) have been established as part of Phase 1: Property Performance Assessment Matrix focusing on various data points such as building conditions, utilisation, costs and Council service/benefits. Regular monitoring will be conducted and reported (refer reporting below).

### Evaluation

Evaluation is the process of critically examining the effectiveness of the plan. Evaluation includes:

- **Operational governance and oversight**  
A representative working group (with commensurate Terms of Reference) comprised of representatives from relevant business units within Council including but not

limited to finance, strategic planning, asset management, communities and risk/legal (as a core). The core Strategic Property Project Working Group is required to:

- Ensure a coordinated and cross organisational approach for consideration of all property-related assessments and decisions
- Enable all decisions to be fully informed by the varying Council service drivers and community needs from each Council directorate
- Be responsible for the strategic and systematic assessment of all property to ensure a timely, comprehensive and coordinated approach
- Coordinate with the *Asset Management Strategy* and commensurate *Asset Management Plans* to ensure a holistic approach is taken to all of Council's property functions.
- **Analysis of data inputs to inform recommendations**  
As more up to date and/or more robust data becomes available, analysis against the decision-making framework in the *Strategic Property Plan* will need to be reviewed, particularly given the lead times in regard to strategic site recommendations which could be quite long. There will be a requirement to re-evaluate direction where new data may evidence a reconsidered approach. E.g. Council has made a decision to expand or reduce a community service due to Victorian Government legislative changes that make provision of that service financially unsustainable.
- **Reconfirm Cost-Benefit Analysis**  
Given the length of time attributable to some recommendations within the *Strategic Property Plan* which could be quite long, there will be a requirement to re-confirm cost-benefit analyses (annually) on recommendations with such analysis, to ensure that the government is maximising value from its property investments and the financial and valuation assumptions still remain current and accurate.

- **Benchmarking**

Benchmarking was undertaken by Council in preparation of the *Strategic Property Plan*, and in the future benchmarking of the *Strategic Property Plan* will be conducted against similar local governments to compare performance and identify best practices aligned to the five-year review cycle of the *Plan*.

## Reporting

Regular reporting on the performance of Council's property portfolio drives accountability and is an important element of any governance framework. In the context of local government, reporting on property performance will also be undertaken through reporting on performance against Council's *Asset Management Strategy* and commensurate actions within the 10-year *Asset Management Plan*.

In the context of the *Strategic Property Plan*, reporting will be consistent with the decision-making framework PHASE 1: Property Performance Assessment Matrix and PHASE 2: Further Investigations Assessment Matrix. Reporting will include:

- An annual report to Council on the implementation of the *Strategic Property Plan* which will be presented to Council outlining progress, and any recommendations for improvements and new opportunities in terms of any based on updated service provision and utilisation that may impact Council's property assets.
- Reports on strategic sites as part of Phase 2 will be reported to Council on a case-by-case basis, aligned with key decision points within the Phase 2 Matrix.
- The *Strategic Property Plan* will be reviewed every five years and reported to Council for a comprehensive update.

The purpose of the annual report is to provide a summary of annual achievements driven by the *Strategic Property Plan* and scope of the report may include:

1. Status of meetings by Council's Property Governance (i.e. Place and Property Governance Committee) — i.e. number of meetings and membership.
2. Details of any new data or emerging issues that may impact on the *Strategic Property Plan*.
3. Status/scope of *Strategic Property Plan* Focus Areas (recommendations) implemented and undertaken during the year.
4. Status of current property portfolio performance — including capital expenditure, recurrent expenditure and overall revenues returns of property portfolio compared to previous year.
5. Details of any other revenues/returns from sales of surplus property.
6. Status of lease renewals and actions undertaken during the reporting period.
7. Proposed future actions in coming year.

## Improvement

Continuous improvement is an integral part of the *Strategic Property Plan*. Evaluation findings and stakeholder feedback will assist in identifying areas for improvement. Review cycles will allow for new and updated data, and emerging issues to be analysed, and recommendations revised based on such. Insights will also be gained as the *Strategic Property Plan's Decision-making Framework* is implemented. Review of effectiveness and improvements to the framework will be integral in ensuring continued improvement.

## APPENDIX C: POLICIES, STRATEGIES AND LEGISLATION RELEVANT TO THIS PLAN

### Council plans, policies and strategies relevant to the *Strategic Property Plan*:

- *Council Plan 2021–2025* and new *Council Plan* under development
- *Community Engagement Policy 2021*
- *Asset Management Policy 2013*
- *Asset Management Strategy 2014–2018* (updated) update currently under development
- *Council Leasing and Licensing Policy 2019*
- *Fair Access Action Plan 2024–2028*
- *Open Space Strategy, 2014* and Refresh 2020
- *Pavilion Redevelopment Strategy 2017* (priorities updated November 2022)
- *Independent Living Units for Older Persons Policy*
- *Glen Eira City Council GET Active — The Future of Sport and Recreation 2019*
- *Glen Eira Active Recreation Action Plan July 2021*
- *Glen Eira City Council Our Climate Emergency Strategy 2021–2025*
- *Glen Eira Tennis Strategy 2018–2028*
- *Glen Eira Public Toilet Plan 2022–2027*
- *Kindergarten Infrastructure and Services Plan 2020* (new plan under development)
- *Roads and Reserves — Discontinuance and Sale Policy 2015*
- *Social and Affordable Housing Strategy 2019–2023* (to be replaced by social and affordable housing policy under development)
- *Housing Strategy 2022*
- *Glen Eira Integrated Transport Strategy 2018–2031* (2024 Refresh)
- *Carnegie Structure Plan 2018–2031*
- *Elsternwick Structure Plan 2018–2031*
- *Bentleigh Structure Plan 2018–2031, 2024*
- *Caulfield Major Activity Centre Structure Plan — September 2022*
- *Glen Huntly Structure Plan 2021–2036*
- *East Village Structure Plan 2018–2031*
- *East Village Comprehensive Development Plan 2020*
- *Council Community Wellbeing Plan 2021–2025* and new plan under development (to be incorporated into Council plan not a separate plan)
- *Glen Eira Urban Forest Strategy 2021*
- *Glen Eira Placemaking Strategy 2023–2027*
- *Glen Eira City Council Better Streets Better Places 2023–2033*
- *Glen Eira City Municipal Emergency Management Plan 2020*
- *Walking and Accessibility Action Plan (2019–2024)*
- *Glen Eira Economic Development Action Plan 2024–2026*
- *Smart City Roadmap 2022*
- *Glen Eira Parking Policy 2020*
- *Glen Eira Financial Plan 2024–25 to 2033–34*
- *Glen Eira Sale of Land and Buildings Policy 2023*
- *Glen Eira Investment Policy* (as amended)

**The principal legislation that this Plan must have regard to in planning for property are:**

- *Local Government Acts 1989 and 2020*
- *Crown Land (Reserves) Act 1978*
- *Land Act 1958*
- *Retail Leases Act 2003*
- *Planning and Environment Act 1987*
- *Subdivision Act 1988*
- *Valuation of Land Act 1960*
- *Road Management Act 2004*
- *Native Title Act 1993 (Commonwealth)*
- *Property Law Act 1958*
- *Environmental Protection Act 1970*
- *Land Acquisition and Compensation Act 1986*
- *Policies and Guidelines Retail Leases Act 2003*
- *Sale of Land Act 1962*
- *Telecommunications Act 1997(Commonwealth)*
- *Transfer of Land Act 1958*
- *Wrongs Act 1958*

**Relevant external documents include:**

- *National Competition Policy*
- *Local Government Best Practice Guidelines for the Sale and Exchange of Land*
- *Victorian Government Land Monitor Policy*



## GLEN EIRA CITY COUNCIL

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

## Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42  
Caulfield South, 3162

Phone: (03) 9524 3333  
mail@gleneira.vic.gov.au  
www.gleneira.vic.gov.au

### National Relay Service

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

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

### Social media

#### Glen Eira City Council:

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

#### @cityofgleneira:

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

#### LinkedIn:

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

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

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

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

#### Glen Eira Leisure:

[www.facebook.com/GESAConline](http://www.facebook.com/GESAConline)

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

#### Glen Eira Libraries and Learning Centres:

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

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

#### Glen Eira sustainable living:

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

#### Glen Eira Youth Services:

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

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