



**GLEN EIRA CITY COUNCIL**

**ORDINARY COUNCIL MEETING**

**TUESDAY 16 DECEMBER 2025**

**AGENDA**

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

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

- S8(1) Local Government Act 2020

**Councillors:**

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

**Chief Executive Officer:** Lucy Roffey





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**1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS**

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

**2. APOLOGIES**

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

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

**PROCEDURAL MOTION**

That Council:

1. where meetings are held in-person, can continue the meeting if the livestream of the meeting fails;
2. considers the meeting to be adjourned for 10 minutes from the commencement of any technical problem where a Councillor is participating virtually; and
3. where a Councillor is participating virtually and the meeting cannot be resumed within 30 minutes from the commencement of the technical problem, the meeting is to be reconvened on Wednesday 17 December 2025 at 7.30pm.

**4. PUBLIC PARTICIPATION****5. WRITTEN PUBLIC QUESTIONS TO COUNCIL****6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING OR MEETINGS**

Copies of Minutes previously circulated.

**RECOMMENDATION**

That the minutes of the Ordinary Council Meeting held on 25 November 2025 be confirmed.

**7. RECEPTION AND READING OF PETITIONS AND JOINT LETTERS****7.1 PETITION: GYM EQUIPMENT AT JOYCE PARK, ORMOND**

A petition containing **28** signatures was submitted to the Council Meeting.

The petition read as follows:

This petition draws to the attention of the Council to provide gym equipment at Joyce Park Ormond which is appropriate for the elderly citizens in the area.

We the undersigned residents request the Council: Provide gym equipment at Joyce Park at 22 Tyrone Street Ormond.

There is already a table tennis table, basketball ring and other facilities available at the park.

The elderly citizens of the area feel ignored as there isn't any specific equipment available for them to use in the park. The elderly citizens need to be part of the community.

**RECOMMENDATION**

That Council:

1. receives and notes the petition; and
2. refers this petition to the relevant Council officers for investigation with a detailed response to be provided to the submitter.

**8. REPORTS BY DELEGATES APPOINTED BY COUNCIL TO VARIOUS ORGANISATIONS**



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

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

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

**Trim No:** *25/1497414*

**Attachments:** 1. *Minutes Elsternwick Bowls Club Community Advisory Committee Meeting - 6 November 2025* [↓](#)

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**RECOMMENDATION**

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

1. Elsternwick Club Advisory Committee Minutes – 6 November 2025

OFFICIAL: Sensitive



**THE ELSTERNWICK BOWLS CLUB  
COMMUNITY ADVISORY COMMITTEE**

**MINUTES**

**Thursday, 6<sup>th</sup> November 2025  
6pm – 7:35pm**

***Caulfield Cup Room, Glen Eira Town Hall  
Cnr Hawthorn and Glen Eira Roads, Caulfield  
and Online via Teams***

**Attendees:**

<i>Councillors:</i>	Cr Simone Zmood (Chair)	Councillor committee member
	Cr Margaret Esakoff	Councillor committee member
	Cr Sam Parasol	Councillor committee member
<i>Community Representatives:</i>	Janice Iloni	Community committee member
	Rosemary Cho	Community committee member
	Sue Pennicuik	Community committee member
	Theodore Della Bosca	Community committee member
	Tim Ryder	Community committee member
<i>Council Officers:</i>	Rosa Zouzoulas	Director Planning and Place
	Matt Slavin	Manager City Futures
	Matthew Barbetta	Coordinator Open Space
	Leigh Northwood	Strategic Property Manager
	Sophie Paterson	Acting Manager Public Affairs
	Freya Kearn	Community Engagement Advisor
<b>Apologies:</b>		
<i>Community Representatives:</i>	Andrew Roberts	Community committee member
	Danielle Hersz	Community committee member
	Desiree Lucchese	Community committee member
	Heather Mallinson	Community committee member
	Tim Ryder	Community committee member
	Valentine Gnanakone	Community committee member
<i>Council Officers:</i>	Rosa Zouzoulas	Director Planning and Place
	Sophie Paterson	Acting Manager Public Affairs

**1. Welcome**

Cr Simone Zmood (Chair)

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



**OFFICIAL: Sensitive****2. Reminder to declare conflicts of interest** Cr Simone Zmood (Chair)

Nil.

**3. Actions items from previous meeting** Cr Simone Zmood (Chair)

Item	Action	Update	Responsible Officer	Status
Building Use	To present preliminary building use analysis for feedback.	Present as part of 6th Nov CAC meeting.	Matt Barbetta	Ongoing

**4. Summary of meeting minutes from previous meeting** Cr Simone Zmood (Chair)

The previous meeting was held on Monday 13 August 2025. The minutes were noted at the 2 September 2025 Ordinary Council Meeting.

Previous minutes included the presentation of revised concept plans with improved accessibility, larger play area, reduced pavilion, refined streetscape, and heritage material reuse. The community engagement responses were displayed within the meeting room and other items discussed included the naming process which will be presented in coming months.

**5. Items for Discussion****5.1 Presentation of engagement findings**

The Engagement Team delivered an overview of the phase two feedback findings received during September/October. A total of 291 feedback submissions were received. Additionally, three targeted engagement workshops were conducted: Youth Engagement Team, Sholem Aleichem College, and Disability Reference Committee. Key observations included:

- Overall responses were mainly very positive or positive across all areas
- 60% of comments shared what they liked
- 39% of comments shared new ideas

Committee members feedback was positive overall and that the proposed space will provide benefits or meet needs that aren't currently being addressed. Design concerns and feedback from the community were discussed and resolved in item 5.2.

Cr. Zmood asked if St Josephs had been engaged. The Engagement Team advised in-person sessions couldn't be held due to school holidays and the St Joseph school community was informed via their school newsletter.

**5.2 Feedback and Design Response**

The City Futures Team presented an overview of the community feedback and what elements of the design might need to be considered. Eight main design responses, active space, shade sails, fitness trail/exercise equipment, barbeque facilities, lighting, water play, water features, and diversity of play were presented and discussed at length by the Committee and the decisions by the Committee were:

- Preference was for a design that emphasised passive elements rather than incorporating active play/spaces.
- Shade to be incorporated into the playground equipment design or allow for future addition if needed.
- The inclusion of dedicated fitness equipment will not be pursued.
- Barbeque space will be provided in the open space but explored as part of the building design and decking area.
- Lighting to the access path to the building and surrounds – and along the main north-

**OFFICIAL: Sensitive**

- south path. No lighting provided for evening / night time use of the open space.
- The inclusion of water play and water features will not be pursued.
- Play space design intended for ages 0-12 and will be considered in more detail in the next phase.

**5.3 Building Use Options**

Matt Slavin introduced Leigh Northwood, Strategic Property Manager to the Committee. Leigh outlined plans for the future use of the Elsternwick Club building, highlighting the main goals and assessment principles. Proposed early options for committee feedback include a social enterprise café/catering hub, bookable event space, and outdoor work and relaxation areas. The Committee was supportive of the uses suggested.

A committee member raised the risk associated with low bookings. Leigh advised as part of the Community Infrastructure Plan and the development of a Recreation Strategy a key and important observation was that many other facilities lack smaller, acoustically treated rooms designed for specific purposes, and they often compete with other clubs and activities for use. This will be an important learning when considering the design of the building and the uses.

A committee member raised questions about how the club's heritage and history fit into the overall concept. The group discussed these concerns. This will be addressed during the building design phase and the detailed design of the landscape.

**5.4 General Business**

The feedback taken from the Committee will be put to the designers so they can make amendments to the design which will then be presented at the Ordinary Council Meeting on the 16 December.

The committee to regroup early next year to discuss next steps.

**6. Next meeting: TBC early 2026 (onsite)**

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

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

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

**Trim No:** *25/1488421*

**Attachments:** 1. *Record of Assembly - 11 November 2025* [↓](#)  
2. *Record of Assembly - 18 November 2025* [↓](#)  
3. *Record of Pre-meeting - 25 November 2025* [↓](#)

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**RECOMMENDATION**

That Council notes the Records of Assemblies for:

1. 11 November 2025 Assembly;
2. 18 November 2025 Assembly; and
3. 25 November 2025 Pre-meeting.

**Assembly of Councillors****11 November 2025****Meeting commenced at 6:45pm**

<b>Councillors Present:</b> Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karslake Cr Sam Parasol Cr Luca Ragni Cr Kay Rimbaldo Cr Li Zhang	<b>Officers Present:</b> Lucy Roffey (CEO) Kellie Vise Niall McDonagh Rosa Zouzoulas Jane Price John Vastianos Diana Vaynrib Karling Colomiere Kylie Webster Mary Lennon Matt Slavin Brooke Ranken Harley Moraitis
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1. Acknowledgement
2. Apologies
  - Cr Simone Zmood
  - Cr Kimberley Young
3. Conflicts of Interest - Nil
4. Late Report - Leaf Lane – Draft OCM Agenda Item 25 November 2025
5. Draft Ordinary Council Meeting Agenda Review – 5 November 2025:
  - Item 10.2 – Updated flood maps for Glen Eira – Submission to Melbourne Water
6. Update - Independent Living Services Glen Eira and Bayside Collaboration
7. Draft Domestic Animal Management Plan 2026-2029 Community Consultation Outcomes and Next Steps
8. Draft Ordinary Council Meeting Agenda Review – 25 November 2025:
  - Item 10.3 – Domestic Animal Management Plan 2022-2025 Annual Review
  - Item 10.4 – Domestic Animal Management Plan 2026-2029
  - Item 10.1 – 99 Brewer Road Bentleigh – Amendments to current VCAT proceedings and car parking consent matter
  - Item 10.7 – Road and Reserve Discontinuance and Sale Policy 2025
  - Item 10.8 - Respectful Interactions Policy
  - Item 10.9 – Artificial Intelligence Policy
  - Item 10.10 – Proposed 2026 Ordinary Council Meeting Dates
  - Late Report – Appointment of Councillors to the Audit and Risk Committee, CEO Employment Matters Committee and External Committees

**9. General Business**

- Director, Customer and Corporate Affairs –
- Cr Jane Karlake – dumped rubbish and disabled parking query
- Chief Executive Officer – Councillor award nominations and ministerial letter update
- Cr Sam Parasol – event signage query
- Cr Arabella Daniel – Governance Digest query

**10. Councillor/CEO only time**

- Meeting debrief

**Assembly concluded at 8:10pm**

**Assembly of Councillors****18 November 2025****Meeting commenced at 6:45pm**

<b>Councillors Present:</b> Cr Li Zhang (Chair) Mayor, Cr Simone Zmood (online) Cr Arabella Daniel Cr Margaret Esakoff Cr Jane Karslake Cr Sam Parasol (online) Cr Luca Ragni Cr Kay Rimbaldo Cr Kimberley Young	<b>Officers Present:</b> Lucy Roffey (CEO) Kellie Vise Niall McDonagh Rosa Zouzoulas Jane Price John Vastianos Diana Vaynrib Karling Colomiere Kylie Webster Andrea Pogue Karen Oh Brooke Ranken Luke Fraser Sue Monagle
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**1. Acknowledgement****2. Apologies**

- Nil

**3. Conflicts of Interest**

- Nil

**4. Financial Sustainability***7:47pm – Cr Zhang left the hybrid meeting**7:50pm – Cr Zhang rejoined the hybrid meeting**8:13pm – Cr Young left the hybrid meeting**8:14pm – Cr Young rejoined the hybrid meeting*

Break (8:24pm – 8:38pm)

**5. Glen Eira Activity Centre Parking Management Strategy - Engagement and Options Analysis***8:45pm – Cr Young rejoined the hybrid meeting**9:30pm – Cr Parasol left the hybrid meeting**9:37pm – Cr Young left the hybrid meeting***6. Reducing harm from gambling - advocacy overview***9:44pm – Cr Ragni left the hybrid meeting***7. Draft Ordinary Council Meeting check-in – 25 November 2025:***9:46pm – Cr Ragni rejoined the hybrid meeting**9:47pm – Cr Ragni rejoined the hybrid meeting*

- Item 10.2 – Updated flood maps for Glen Eira – Submission to Melbourne Water
- Item 10.4 – DAMP 2026-2029
- Item 10.5 – Notice of Motion No. 25/004 – Office Response: Develop a Strategy to Combat Antisemitism
- Item 10.6 – Notice of Motion No.001 – Officer Response: Evaluation of Net Annual Value Vx Capital Improved Value Rating Methodology

- Item 10.8 - Respectful Interactions Policy
  - Late Report – Leaf Lane
  - Late Report – Appointment of Councillors to the Audit and Risk Committee, CEO Employment Matters Committee and External Committees
- 8. General Business**
- Director Customer and Corporate Affairs – plaque update
  - Cr Esakoff – Governance Digest query
  - Cr Ragni – briefing session query
- 9. Councillor/CEO only time**
- Meeting debrief

**Assembly concluded at 10:25pm**

**OCM Pre-Meeting – Record of Assembly  
Tuesday 25 November 2025**

**Pre-meeting commenced at 6.46pm**

**Present**

**Councillors:**

Cr Simone Zmood (Mayor)  
Cr Arabella Daniel  
Cr Margaret Esakoff  
Cr Jane Karlake  
Cr Luca Ragni  
Cr Kay Rimbaldo  
Cr Kimberley Young  
Cr Li Zhang

**Officers:**

Lucy Roffey (CEO)  
Rosa Zouzoulas  
Niall McDonagh  
Jane Price  
Kellie Vise  
John Vastianos  
Diana Vaynrib  
Karling Colomiere (online)  
Kylie Webster  
Mary Lennon

1. Acknowledgement
2. Apologies:
  - Cr Sam Parasol
3. Disclosure of Conflicts of Interest:
  - Nil
4. Item 10.2 Leaf Lane - 85-87 Koornang Road Carnegie
5. Written Public Questions to Council
6. Item 10.3 Updated flood maps for Glen Eira - Submission to Melbourne Water
7. Item 10.13 - Appointment of Councillors to the Audit and Risk Committee, CEO Employment Matters Committee and External Committees
8. General Business:
  - Cr Arabella Daniel – policy query
  - Cr Margaret Esakoff – development query
  - Cr Karlake – administrative query

**Pre-meeting concluded at 7:09pm**



## 10. OFFICER REPORTS (AS LISTED)

### 10.1 PARKING MANAGEMENT STRATEGY

**Author:** Brooke Ranken, Manager Community Safety and Compliance

**Director:** Rosa Zouzoulas, Director Planning and Place

**Trim No:** 25/1357874

**Attachments:** 1. Glen Eira Activity Centre Parking Management Strategy [↓](#)  
2. Engagement Report: Exploring Parking Together [↓](#)

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### EXECUTIVE SUMMARY

The Glen Eira Activity Centre Parking Management Strategy (ACPMS) (**Attachment 1**) was prepared earlier this year to review current carparking conditions and assist in the development of additional parking management measures to manage parking in Glen Eira's three key major activity centres, Carnegie, Elsternwick and Bentleigh.

Extensive consultation was undertaken during July and August 2025 with residents and stakeholders invited to share their experiences and perspectives on parking in the three activity centres.

The engagement process provided the community with the opportunity to review the ACPMS and share their parking experiences with Council and provide feedback on future parking management options. A total of **4,923** responses were received primarily via online surveys (4,731) and through written submissions, emails, focus groups, and stakeholder sessions. This was a significant response, and we thank the community for taking the time to share their valuable local knowledge.

The full engagement report is provided as **Attachment 2**.

This report focusses on the community and stakeholder feedback and how that, along with data and insights from the ACPMS, has helped shape the recommendation for additional parking management measures.

### RECOMMENDATION

That Council:

1. Acknowledge community feedback received during the engagement period.
2. Note the content of the *Glen Eira Activity Centre Parking Management Strategy - Revision A, June 2025*.
3. Requests officers to implement the following parking measures:
  - a) Install parking sensors in on-street bays and off-street Council owned carparks in Activity Centres (excluding private carparks);
  - b) Implement 'user pays' parking measures at the Shepparson Avenue carpark, Carnegie, retaining fee free carparking spaces for Carnegie Library and Community Centre; and
  - c) Implement 'user pays' parking measures at the Stanley Street carpark, Elsternwick (eastern carpark abutting Stanley Street and Orrong Road).
4. Authorises the Manager of Community Safety and Compliance to make minor operational changes to 'user pays' parking measures without altering pricing or intent.

## BACKGROUND

### *The need for a proactive approach*

Population and economic growth in activity centres will increase parking demand within limited supply. A proactive approach is essential to maintain accessibility, safety, and economic vitality. Current policies recognise car use as unsustainable, requiring strategic management tools.

With the ongoing emphasis on activity centres as focal points for new housing and employment, substantial growth is anticipated across the Carnegie, Elsternwick and Bentleigh centres. This growth is projected to result in increased population, heightened commercial activity and, consequently, greater demand for carparking within the constraint of limited supply. While vibrant and active centres are broadly recognised as beneficial, it is the responsibility of Council to manage the associated traffic and carparking demands that accompany such growth.

Managing the increasing demand for carparking necessitates sustained attention and strategic planning. Adopting a proactive approach is essential to anticipate future needs and avoid reactive measures that may be inadequately communicated and potentially disruptive to the varied stakeholders of the centres.

Existing Glen Eira policies and strategies acknowledge that the prevailing trend of car use in the municipality is unsustainable. As pressure on the limited parking resources in and around the activity centres intensifies, it is imperative to utilise all available management tools to ensure effective parking solutions and maintain liveability within Glen Eira.

### *Key findings from the ACPMS*

The Glen Eira Activity Centre Parking Management Plan prepared by Stantec Australia informed us that:

- Timed parking restrictions are in place in all major activity centres (on-street and off-street). Restrictions typically apply on Monday to Friday 8 am – 6 pm and Saturday 8 am to 12 pm or 6 pm. The majority of spaces are typically unrestricted in the evenings after 6 pm and on Sundays.
- Customers of on-street parking are usually restricted to between 1-hour and 2-hour parking and off-street customers are provided with 2 – 4 hour restrictions.
- There are currently no parking sensors in place, however Council's Parking Policy 2020 states that Council will include parking sensors and guidance systems as part of all off-street carparks above 100 spaces.

### *Existing Usage Data*

**Carnegie** experiences very high occupancy rates in both its on-street and off-street carparks with very little parking available across the midday/lunchtime peak and the during the evening (lunch-time peak 86% and evening peak 96%).

**Elsternwick** also showed very high carparking occupancy levels in both its on-street and off-street offerings through its midday/lunchtime peak, also peaking during the evening hours (lunch-time peak 89% and evening peak 68%).

**Bentleigh** occupancy rates were lower than the other two centres, however peaking also through the late morning to early afternoon (lunch-time peak 74%, evening peak – 41%).

Both Carnegie and Elsternwick have an excellent café and restaurant economy which attracts visitors from within and outside Glen Eira. Bentleigh has a growing 'restaurant and café' economy but not yet at the level of its counterparts. Bentleigh is also afforded substantially more car parking opportunities (approximately 920 spaces) compared to Carnegie (approximately 561 spaces) and Elsternwick (approximately 662 spaces).

Community engagement identified that finding carparking in Carnegie and Elsternwick during peak times can be challenging and the data from the ACPMS supports this. As people are driving around looking for a carparking space, this can often create traffic congestion throughout the centre, and this can impact pedestrian safety and general amenity.

Vibrant high street activity centres are often characterised by their kerb side parking and associated pedestrian activity. It is important that the appropriate parking management tools are adopted to safeguard the economic viability of centre and its businesses, whilst ensuring parking and associated traffic movement does not become the dominant and detrimental characteristic of the centre. Vibrant café and restaurant activity, with people coming and going provides good passive surveillance and a sense of safety, especially during the evening hours and this should be protected.

The ACPMS does not seek to remove car spaces from our Activity Centres, that is not its intention. It is a document that explores ways to best manage and respond to the increasing carparking demand that will accompany the growth in population and economic activity that we expect in these centres.

## ISSUES AND DISCUSSION

### *Objectives*

The ACPMS is guided by 9 overarching principals which will guide the strategic direction for how we manage carparking in our activity centres now and into the future.

These are:

1. **Fair and equitable access** to car spaces
2. Providing **choice** in carparking for users
3. **Safety** for users and pedestrians
4. Ensure carparking remains **convenient** for users
5. Ensure that carparking parameters (e.g. location, time restrictions, paid) continues to **support the economic viability and vibrancy** of our high street activity centres
6. Reduce traffic congestion and **reduce environmental impacts** and encourage **sustainable transport choices**
7. **Integrating technology** into the management of public carparking in activity centres
8. Being able to **monitor carparking and collect data** to provide appropriate surveillance of our carparking to inform futures improvements
9. Manage our carparking to ensure the **optimal use** of spaces within our activity centres

The ACPMS provides a number of parking management options for Council to consider. It provides valuable data which has helped inform the parking management measures recommended in this report.

### *Community engagement*

Engagement with the ACPMS generated nearly 5,000 responses, providing significant insights and local expertise on community parking experiences and expectations for the future of the centres. Feedback was received from shoppers, traders, diners, residents both within and outside Glen Eira, and represented a range of ages and viewpoints.

A summary of the engagement process and responses is included in the 'Communication and Engagement' section of this report.

### *Policy context*

The State Government led Activity Centre Program continues to progress at pace and changes to our planning scheme provisions are revised to support and encourage residential growth within the core of the centres and surrounding residential neighbourhoods, ensuring our activity centres do not become congested with traffic, is a major focus.

The Department of Transport and Planning is currently undertaking investigations into movement and place, with focus on all activity centres within the Activity Centre Program. It is likely that this work will inform consideration of reduced carparking requirements for residential apartments in Activity Centres where they are within close walking distance of train and tram options.

It is anticipated as this work progresses, that, Council may see increased pressure on our public carparks as residents and their visitors seek parking elsewhere. Increased overspill parking would likely occur across all times of the day and proactive early intervention to mitigate future issues is recommended.

The preceding discussion highlights how carparking demand is not just driven by the popularity of a particular activity centre, but how it can be influenced by broader state policy settings, often out of Council's control. This is why it is crucial that a proactive approach to managing carparking, and traffic in our larger activity centres must be considered.

### ***Recommended options***

Following consideration, the feedback received throughout the community engagement process, together with the data and recommendations of the ACPMP, and the broader external policy impacts, it is recommended that the following parking measures be introduced into the Elsternwick and Carnegie Activity Centres. The recommendation is that 'user pays' parking be introduced into one off-street carpark in each of these activity centres.

Officers are not recommending that 'user pays' parking measures be introduced into Bentleigh at this point in time.

### **Carnegie Activity Centre**

The data tells us that carparking demand in Carnegie is high, especially during the lunch and evening dining peak hours. Almost one third of survey respondents rated the carparking experience in the Carnegie Activity Centre as poor (1 or 2 out of a 5-star rating).

Carnegie has two main off-street carparks, one at the library (accessed from Shepparson Avenue) and the other adjacent to the Woolworths supermarket in Kokarrib Road. Kerb side parking is also available along both sides of Koornang Road and in surrounding streets. Both off street carparks are currently subject to 2-hour restricted parking 8 am to 6 pm Monday to Friday and 8 am to 12 midday on Saturday. On-street carparking is also restricted predominantly allowing for 2-hour parking, however Shapparson Avenue does allow for 4-hour parking in parts and Koornang Road parking is generally restricted to 1-hour parking.

### **Elsternwick Activity Centre**

Elsternwick has 4 main off-street carparks, two in Stanley Street on the southern side of the centre and two on Staniland Grove adjacent to the Elsternwick Library. Kerb side parking is also available along both sides of Glen Huntly Road in surrounding streets.

Results from parking surveys conducted in February 2025 recorded a peak car space occupancy average of 89% in Elsternwick, with very high observed occupancies in both on-street and off-street areas. In peak times, on-street parking occupancy of 88% was observed and a peak off-street occupancy of 90%.

### **Proposed introduction of 'user pays' parking**

#### ***Locations***

- Shepparson Avenue Carpark, Carnegie Activity Centre (adjacent to the library); and
- Stanley Street Carpark, Elsternwick Activity Centre (eastern carpark corner Orrong Road and Stanley Street).

### ***Proposal***

- Introduce a user-friendly parking management system designed to improve convenience and efficiency. By using real-time parking sensors and a mobile app, this will help drivers quickly locate available parking, reducing frustration and congestion; and
- To support turnover and availability, a small parking fee (user pays) would be applied during periods when timed restrictions are in effect. This would be in one off-street carpark located in each of the Carnegie and Elsternwick activity centres with consistently high demand specifically (those with average peak occupancy rates of 80% or higher).

Officers do not recommend introducing 'user pays' parking into the Bentleigh Activity Centre, at this point in time.

### **Proposed installation of parking sensors**

It is also recommended that parking sensors be installed in on-street and off-street car spaces in Carnegie, Bentleigh and Elsternwick (excluding privately owned off-street carparks).

The benefits of this are threefold.

- Community will be able to download an app on their chosen device which provides real time car space availability in the particular activity centre, helping to prevent traffic congestion and providing convenience for users.
- On-street carparking remains free to users and Council officers are able to monitor remotely.
- Over time, Council is able to collect a data set which shows average car space turnover times, which in-turn helps to inform the changing parking demand and need in an area and particular precinct of an activity centre.

The installation of parking sensors supports all of the 9 guiding principles of the ACPMP.

### **'Parking Sensor' Implementation (anticipated resource cost)**

<b>Resource required</b>	<b>Banding</b>	<b>Cost</b>
Senior Appeals Officer	6	\$114,631 to \$125,070
Appeals Officer	5	\$93,618 to \$109,062

### **Rationale**

Results from parking surveys conducted in February 2025 recorded peak occupancy averages of 74% in Bentleigh, 86% in Carnegie (increased to 96% in the evening) and 89% in Elsternwick.

On-street and off-street parking occupancies were very high in Carnegie, with only 55 available vacancies across the centre at the midday peak. On-street parking has a peak occupancy of 83%, whilst off-street parking had an even higher occupancy of 86%.

Elsternwick also had very high observed occupancies in both on-street and off-street areas, with a peak on-street occupancy of 88% and a peak off-street occupancy of 90%.

Parking occupancies in Bentleigh vary. Off-street parking areas range from low demand up to moderately high demands, with usage typically higher around Bentleigh train station. On-street demands range from low to very high, with a number of locations at 100% occupancy. Overall, on-street occupancy was observed to be 75% and off-street occupancy was observed to be 74%. Overall, Bentleigh does not experience the demand for carparking regularly seen in the other centres and 'user pays' parking is not recommended.

Accordingly, parking survey results would suggest that both Carnegie and Elsternwick activity centres warrant further management while occupancy levels in Bentleigh are relatively lower than the other centres and 'user pays' parking is not recommended at this point in time.

### **Proposed 'user pays' tariff**

The proposed carpark for each activity centre is Shepparson Avenue off-street carpark in Carnegie and corner Stanley Parade / Orrong Road off-street carpark in Elsternwick.

Proposed tariff structure is \$1.80 for the first hour and \$2.70 for each subsequent hour thereafter.

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

While parking management does not have a direct environmental cost, the introduction of user pays parking recognises that there are costs associated with parking.

They include the cost of providing and maintaining the infrastructure, the environmental cost of parking (air pollution, urban congestion that makes active transport less appealing) and the opportunity cost of not being able to use the land for other, more environmentally friendly uses, such as for parkland and tree planting.

### **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

#### **Financial**

While the objective of the parking management system is not to generate revenue, the expected financial impacts are outlined below:

'User Pays' Parking Option (based on 30% occupancy rate)	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
<b>Carnegie</b>							
Anticipated Revenue	\$44,429	\$279,905	\$293,900	\$308,595	\$324,025	\$340,226	\$1,591,082
<b>Elsternwick</b>							
Anticipated Revenue	\$38,236	\$240,888	\$252,932	\$266,591	\$279,920	\$293,916	\$1,372,484
<b>Total Revenue (5 Year)</b>							<b>\$2,963,566</b>
<b>Anticipated Costs</b>							
Infrastructure Cost	[\$35,000]	[\$4,000]	[\$4,000]	[\$4,000]	[\$4,000]	[\$4,000]	[\$55,000]
<b>Anticipated 5 year profit</b>							<b>\$2,908,566</b>
<b>5 year net present value</b>							<b>\$2,585,011</b>

**\*Note:** the above figures are estimated and will need to be affirmed during the implementation phase. Proceeds from revenue will be utilised to supplement and support the capital works program.

#### **Risk and Asset Management**

Potential risks associated with Council not taking proactive measures to manage high occupancy levels in car parks located within key activity centres.

#### **Community Dissatisfaction**

- **Risk:** Persistent difficulty in finding parking leads to frustration among residents and visitors.
- **Impact:** Increased complaints, reduced trust in Council's responsiveness, and reputational damage.

### **Economic Consequences**

- **Risk:** Limited parking availability deters customers from visiting local businesses.
- **Impact:** Decline in retail and hospitality revenue, reduced vibrancy of activity centres.

### **Traffic Congestion**

- **Risk:** Drivers circulate longer in search of parking.
- **Impact:** Increased congestion, longer travel times, and higher vehicle emissions.

### **Safety and Accessibility Issues**

- **Risk:** Illegal or unsafe parking practices (e.g., blocking footpaths, parking near intersections).
- **Impact:** Reduced pedestrian safety hindered access for emergency and service vehicles.

### **Missed Data and Planning Opportunities**

- **Risk:** Lack of monitoring and analysis of parking patterns.
- **Impact:** Poorly informed infrastructure decisions and missed opportunities for smart city integration.

### **Equity and Inclusion Risks**

- **Risk:** Vulnerable groups (e.g., elderly, disabled) face greater challenges accessing services.
- **Impact:** Reduced social inclusion and accessibility in public spaces.

### **Environmental Impact**

- **Risk:** Increased vehicle idling and cruising.
- **Impact:** Higher carbon emissions and deterioration of local air quality.

High occupancy carparks pose significant risks across community satisfaction, economic vitality, safety, and sustainability. Strategic intervention, such as data-driven parking management, enforcement, and infrastructure upgrades can mitigate these risks and support the long-term success of activity centres.

## **POLICY AND LEGISLATIVE IMPLICATIONS**

This report is in accordance with Council's Procurement Policy and the *Local Government Act 2020*. If any options are endorsed by Council at a future meeting, the Parking Policy and Residential Parking Permit Policy may require updating to reflect operations.

## **COMMUNICATION AND ENGAGEMENT**

Glen Eira City Council is exploring smarter, fairer ways to manage parking in the busiest shopping strips - Carnegie, Elsternwick and Bentleigh. This work responds to growing community concern about parking pressures, population growth, and the need to balance accessibility, fairness, and local business vitality. The engagement sought feedback on parking management tools, technology, fairness, safety, and potential improvements funded by user-pays parking.

### **Engagement approach**

Community engagement ran for one month (23 July – 24 August 2025) and included:

- An online survey (with hard copy options)

- Social map for location-based comments
- Email, letter, and phone submissions
- Community focus group
- Meetings with traders in Elsternwick and Carnegie

A broad communications campaign reached residents, traders, and key stakeholders through newsletters, social media, targeted promotions, signage, and local radio.

### **Who participated**

- 4,925 pieces of feedback received
  - 4,731 survey submissions
  - 128 social map comments
  - 65 email/letter submissions
  - 19 focus group participants
- Most respondents visit shopping strips regularly, with 95% using a car, 46% walking, and 11% using public transport.
- Bentleigh is the most visited strip (62%), followed by Carnegie (51%) and Elsternwick (49%).
- Respondents reflect Glen Eira's diversity, with representation across age, gender, suburb, and identity groups.

### **What we heard**

The information below provides a summary of the key findings from the community engagement program.

### **Parking management tools**

- The community is split: 57% support “no changes” and 57% support improving active and sustainable transport.
- Lower support for reviewing parking limits (42%), better enforcement (40%), and technology solutions (37% for real-time info, 36% for usage analysis).
- Very low support for user-pays parking (6% for on-street, 5% for parking lots).
- When comparing the visitors of each shopping strip, minimal variation in response rates occurred. This suggests that community sentiment about the tools is consistent regardless of their preferred shopping location.
- Most demographic groups were represented with higher-than-average support for management tools among younger people, LGBTIQ+ people, and non-car users.

### **Balancing free and user-pays parking**

- 75% of respondents favour keeping 90–100% of parking free.
- Only 1% support making 90–100% of parking user-pays.

### **Parking experience**

- Carnegie rated lowest (3.1 stars out of 5), Elsternwick (3.7), Bentleigh highest (3.9).
- Main issues: difficulty finding parking, congestion, dissatisfaction with current arrangements, and high-density development impacts.

### **Parking technology**

- 57% would not use parking technology.
- 31% support mobile apps for real-time availability, 23% for payment apps, 16% for smart meters.

### **Community sentiment**

The survey had three open questions where respondents could comment with feedback. Comments were received from 3,577 people (76 per cent).



The open questions asked people about:

- the quality of their parking experience in the shopping strip/s
- their feedback on the parking management tools
- their ideas for making parking fairer, safer and more accessible.

Overall, the most common sentiment in answer to these questions was opposition to user-pays parking, which was mentioned by 40% of people, citing financial burden, business impacts, fairness, and accessibility concerns.

Feedback also called for more parking, better enforcement, improved signage, and time limit adjustments.

There was also support for sustainable transport (18% of people) but concerns about practicality for those with accessibility needs or complex trips.

### **Trader feedback**

- Traders highlighted inconsistent enforcement, the need for clearer signage and consistent restriction times across days and locations, and capacity pressures from development.
- Mixed views on 'user pays' parking; some see it as preferable to fines, others oppose it.
- Concerns regarding delivery drivers occupying spaces without restrictions especially on weekends and the need for short-term delivery bays or rideshare stops.
- Strong support for multilevel parking to address capacity issues, better data for planning, and improved turnover in high-demand areas.

### **Council's commitment and next steps**

Council is committed to reflecting the community's needs and expectations in the final ACPMS. The engagement process has highlighted that:

- the community values accessible, free parking and is wary of user-pays models.
- any changes should prioritise fairness, accessibility, and support for local businesses.
- sustainable transport options are supported but must be practical and inclusive.
- technology and enforcement should be balanced with community needs and clear communication.
- consider incremental improvements—such as better signage, enforcement, and targeted infrastructure—before major changes to parking fees or technology.
- ongoing engagement with traders and residents is essential to maintain trust and ensure solutions reflect local context.

Council have used this feedback to outline the recommended options presented on this report, ensuring it is responsive, balanced, and supports Glen Eira's role as a trusted public institution.

### **LINK TO COUNCIL PLAN**

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

### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

Parking management is an ongoing process requiring regular monitoring and review. Council must continue advocating for better public transport, promoting sustainable travel, and improving active transport options. However, many people will still drive to activity centres, so Council must ensure parking remains safe, fair, and well-managed to meet growing demand.

Community feedback indicates residents are generally satisfied with parking in Bentleigh but less so in Carnegie and Elsternwick. While most oppose 'user pays' parking, demand in Carnegie and Elsternwick will continue to rise due to population growth, vibrant hospitality sectors, and state housing policies. A proactive approach is essential to manage this pressure.

This report recommends transitioning to a management approach that supports current needs and future growth.

# Glen Eira Activity Centre Parking Management Strategy

## Final Report

Prepared for:  
Glen Eira City Council

Prepared by:  
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Project/File:  
300305752

Stantec Australia Pty Ltd



**Glen Eira Activity Centre Parking Management Strategy****Revision Schedule**

Revision No.	Date	Description	Prepared by	Quality Reviewer	Independent Reviewer	Project Manager Final Approval
A	20/06/2025	Final	Will Symons	Danielle Cruickshank	Chris Coath	Danielle Cruickshank

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## Glen Eira Activity Centre Parking Management Strategy

### Executive Summary

Glen Eira City Council's existing policies and strategies acknowledge that the current trend of car use in Glen Eira is unsustainable and that the traditional transport planning approaches are not working. The policy documents recognise the role that parking plays in Glen Eira's activity centres. The 2020 Parking Policy calls for a new approach to parking that ensures appropriate parking is provided to support the economic vitality of shopping strips. This involves better management of parking supply and demand. The ITS underscores the need to optimise car parking to create accessible and attractive places while recognising the contentious nature of parking removal.

The expected increase in population growth and development in and around activity centres in Glen Eira highlights the importance for good parking management. Increasing pressure on finite parking resources will become more urgent, making it vital to use all available tools to manage parking effectively to maintain liveability within Glen Eira.

Council acknowledges that access to high quality public transport facilities is a key factor influencing car use and recognises that access to high quality public transport facilities in Glen Eira is not spread equally. The major activity centres are well served by public transport, however driving and walking are the preferred mode of travel to activity centres.

Parking occupancy surveys highlighted locations which are currently operating near or at capacity, with very high demands recorded in both Carnegie and Elsternwick, and moderate demands recorded in Bentleigh. This will likely result in further congestion as vehicles circulate trying to find available parking, impacting the experience of those visiting activity centres. These characteristics collectively point to the need for a suitable parking management approach for the activity centres. In the context of the parking management tools and the graduated application process discussed above, a move toward the further use of technology and user pays parking would represent the likely next steps in advancing the management of parking across key activity centres.

There are three key recommendations that form the basis for change in these centres.

Recommendation 1 refers to the existing ongoing activities that Council is currently undertaking related to reviews and monitoring. Recommendation 2 relates to the installation of parking sensors to collect parking occupancy and duration-of-stay data to support parking management activities, as well as support enforcement activities and allow for coordination with wayfinding and real-time information sharing. Recommendation 3 relates to the introduction of user pays parking. Options within each of these recommendations have been provided for consideration, offering a range of benefits, impacts and limitations.

The report outlines the findings of financial modelling which estimates revenue generation over time. The results indicate a 5-year net cumulative profit in the order of \$52,300,000, based on the user pays parking program being applied in full across the three activity centres. Alternative scenarios have also been tested, indicating 5-year net cumulative profit ranging from \$2,900,000 to \$20,100,000. These considerations may assist to further balance the revenue generation objectives with community / user expectations and should be further explored as part of the future strategic planning stages of the program should Council deem it appropriate to proceed.

In summary, this report aims to help Council proactively manage parking in the future as its population grows. The report looks at how Council manages parking in its activity centres now, considers whether



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**Glen Eira Activity Centre Parking Management Strategy**

current management practices will be sufficient to manage increased parking demand in the future and makes a series of recommendations that Council can choose from to manage future parking.



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## Glen Eira Activity Centre Parking Management Strategy

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**Glen Eira Activity Centre Parking Management Strategy****1 Introduction**

# **1 Introduction**

## **1.1 Overview**

Glen Eira's population is growing. The introduction of housing targets by the state government in Plan for Victoria proposes an additional 63,500 dwellings in Glen Eira to 2051. While much of this development will be directed to activity centres to capitalise on the transport infrastructure and provide an opportunity for travel by public transport, it will still inevitably bring more cars.

Effective parking management is essential to ensure that activity centres remain focused on people, allowing them to shop, meet friends, dine, and access services conveniently. Furthermore, these centres must facilitate easy pedestrian and cyclist access. Excessive traffic congestion can significantly diminish the appeal of these areas.

Parking management is becoming increasingly complex as the demand for limited parking spaces grows. The current road network and parking facilities cannot support a substantial rise in car usage.

## **1.2 Purpose and Scope of Report**

Stantec was engaged by Glen Eira City Council to prepare a strategy that focuses on the management of parking within its activity centres, including:

1. Understanding the strategic context, transport context and macroeconomic trends affecting transport and parking in Glen Eira.
2. Consideration of Council's current approach to parking management.
3. Introduce a range of parking management tools, including time restrictions, paid parking concepts, and parking technology.
4. Evaluate how best to implement these tools in Glen Eira's key activity centres (Bentleigh, Carnegie, and Elsternwick), including financial considerations and scenario testing.
5. Provide a set of recommendations with the objective of achieving the best transport and parking outcomes for the LGA.

## **1.3 Objectives**

The overall objectives of this parking management study include:

- Review parking restrictions within the municipality and consider their relative effectiveness.
- Provide rationale and recommendations for the implementation of additional parking measures to effectively manage parking in the key activity centres.
- Provide recommendations for the use of parking related technology, including rationale and proposed locations for the installation of in-ground sensors.
- Provide recommendations for consideration of additional paid parking locations.
- Provide a summary of the potential revenue benefits of a user pays parking scheme.
- Provide recommendations for the implementation of the strategy.



**Glen Eira Activity Centre Parking Management Strategy****1 Introduction****1.4 Principles**

The guiding principles for the management of public parking within activity centres are:

- efficient use of space
- traffic congestion reduction
- encouragement of sustainable transport
- economic viability
- environmental impact reduction
- accessibility and equity
- safety and security
- technology integration
- land use optimisation.

**1.5 Study Area**

The Glen Eira Local Government Area (LGA) is located approximately 10 kilometres southeast of Melbourne's Central Business District (CBD) and forms part of Melbourne's inner southeast region. Glen Eira has a population of 158,717, with this number projected to grow rapidly over the next twenty years. Glen Eira's growing population is placing increasing pressure on Council's infrastructure and services. It is bordered by five other local government areas (LGAs): Port Phillip, Stonnington, Monash, Kingston, and Bayside.

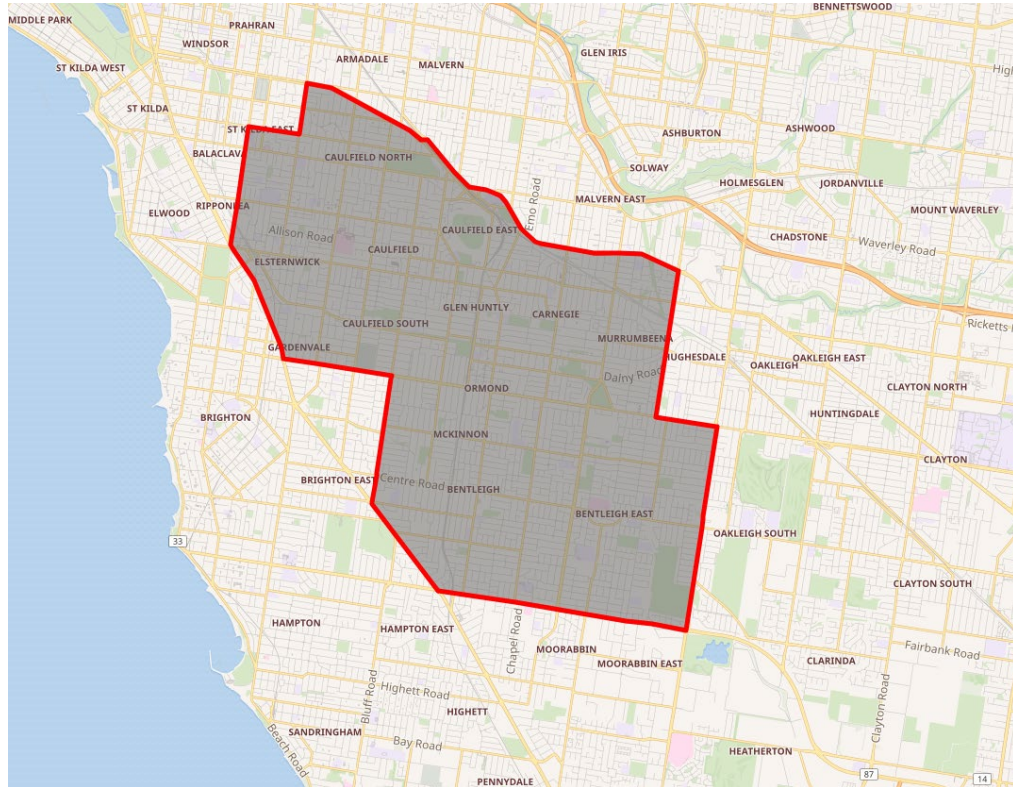
Glen Eira has six major activity centres that provide services, employment, housing, transport and social interaction. These centres are Bentleigh, Carnegie, Caulfield, Elsternwick, Glen Huntly and Moorabbin Junction.



## Glen Eira Activity Centre Parking Management Strategy

### 1 Introduction

Figure 1-1: Glen Eira Study Area



Source: OpenStreetMap

## 1.6 References

In preparing this report, reference has been made to the following:

- Plan for Victoria
- Plan Melbourne
- Austroads Guide to Traffic Management
- Glen Eira Activity Centres Community Engagement Summary (2017)
- Glen Eira City Council Parking Policy (2020)
- Glen Eira Integrated Transport Strategy 2018-2031 – 2024 Refresh
- Glen Eira Council Plan 2021-2025
- Glen Eira 2040 Community Vision
- Climate Emergency Response Strategy 2021-2025
- Integrated Transport Strategy Action Plan 2024-2025
- Parking Policy Engagement Findings
- Parking Service Plan 2024 (Pilot)
- Better Streets Better Places 2023-2033
- Local Structure Plans:



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**Glen Eira Activity Centre Parking Management Strategy**

## 1 Introduction

- » Carnegie Structure Plan 2022
- » Caulfield Major Activity Centre Structure Plan 2022
- » Elsternwick Structure Plan 2023
- » Glen Huntly Structure Plan 2021-2036
- » Bentleigh Major Activity Centre Structure Plan 2024.
- Parking survey data as referenced throughout the report (as collected by Stantec and Council)
- other documents as nominated.



**Glen Eira Activity Centre Parking Management Strategy**  
2 Strategic Context

## **2 Strategic Context**

### **2.1 State Government Policy Context**

#### **2.1.1 Plan Melbourne 2017-2050**

Plan Melbourne is a strategic plan to guide the growth and development of Melbourne over 35 years. The plan aims to support jobs, housing, and transport while enhancing Melbourne's distinctiveness, liveability, and sustainability. It envisions Melbourne as a global city of opportunity and choice, with a focus on creating inclusive, vibrant, and healthy neighbourhoods. It also calls for development of 20-minute neighbourhoods and the need to green the city to mitigate and adapt to climate change.

Plan Melbourne 2017-2050 forms the basis of regional planning policy in all metropolitan planning schemes and has guided Melbourne's development over many years.

#### **2.1.2 Plan for Victoria**

The recently released Plan for Victoria is a community-led strategic land use plan for all Victoria. It will likely replace Plan Melbourne 2017-2050 and existing regional growth plans as a unified, long-term strategy for the entire state. The Plan is structured around five pillars: self-determination and caring for Country; housing for all Victorians; accessible jobs and services; great places, suburbs and towns; and sustainable environments. To achieve its overall housing goals, Plan for Victoria has set housing targets for LGAs, with a housing target of 63,500 new dwellings by 2051 applying to Glen Eira.

Plan for Victoria includes an activity centre program that aims to facilitate more housing in existing, well-connected areas by identifying and planning for growth around public transport, jobs, and services. The program includes planning for 60 activity centres throughout Melbourne, with an objective of more than 300,000 new homes to be built around these activity centres by 2051. Nine of these activity centres are located in Glen Eira: Caulfield, Carnegie, Murrumbeena, Hughesdale, Elsternwick, Glen Huntly, Ormond, Elsternwick, and Bentleigh (classified as neighbourhood activity centre). In addition, Chadstone and Malvern, activity centres located on the boundaries of Glen Eira and boundary LGAs, have walkable catchments that extend into Glen Eira. The proposed increases in development around these activity centres will be supported by well-managed parking facilities, but due to their well-connected locations, will rely upon high usage of public transport and active travel modes.

#### **Activity Centre Planning**

The state has prepared an Activity Centre Plan for Moorabbin as one of the first ten 'pilot' activity centres for which the state government has commenced detailed planning. The plan was recently approved and new controls were included in the Bayside, Kingston and Glen Eira planning schemes.

The state is preparing activity centre plans for Carnegie, Murrumbeena and Hughesdale (although Council has an adopted amendment based on an adopted structure plan for Carnegie). The state will undertake activity centre plans for Caulfield, Glen Huntly, Ormond, Bentleigh and Elsternwick late 2025 or early 2026. Council has adopted structure plans for all of these centres except Ormond and anticipates the state will use the adopted structure plans as the basis for their activity centre plans. These plans anticipate significant growth in these centres.



## Glen Eira Activity Centre Parking Management Strategy 2 Strategic Context

These plans will guide what the activity centres could look like over the next 10, 20 and 30 years. They seek to increase housing density within the activity centre core. The increased population density around the activity centres will put further demands on transport infrastructure and services in the area, including parking. It is important that a well-considered parking management approach is implemented in the major activity centres in Glen Eira, to ensure that the right amount of parking continues to be available for visitors and residents of the centres.

## 2.2 Glen Eira Strategic Policy Context

### 2.2.1 Glen Eira Integrated Transport Strategy 2018-2031 – 2024 Refresh

The Glen Eira Integrated Transport Strategy (ITS) 2018-2031 – 2024 Refresh envisions “a city of child-friendly neighbourhoods that are connected to a network of vibrant and well-designed walkable activity centres”.

This strategy recognises that continued growth of car use will contribute to further traffic congestion and parking concerns (Principle 3 discussed in the ITS). This growth is unsustainable as Glen Eira is a middle/inner ring municipality with limited/no opportunity to increase road capacity. The recent community travel survey shows that most people recognise the challenges associated with relying on cars, although some more than others. People want alternatives to cars but would like these options to be more attractive, such as more frequent bus services and safer cycling conditions.

Principle 4 highlighted in the ITS recognises that parking will continue to play an important role and complement Glen Eira’s transport system. Given the role private cars continue to play in people’s lives, parking is an important part of the overall transport system. Optimising car parking is important when creating accessible and attractive places for our businesses and residents. Glen Eira recognises that removing car parking can be highly contentious.

Principle 11 recognises that urgent climate change action is essential to realise the Glen Eira 2040 Community Vision. The council seeks to embed climate change action in everything they do. Further, the Climate Emergency Response Strategy 2021–2025 calls for transport to support the sustainability agenda, including encouraging the uptake of active and public transport, as well as EVs.

The ITS has an objective to create walkable activity centres throughout Glen Eira to encourage people to visit and stay within attractive local precincts. A walkable activity centre is an attractive and exciting destination that encourages residents and visitors to visit, shop and stay within these precincts, rather than driving to a shopping centre. These streets should be designed to balance the needs of diverse users and create an environment that ensures easy access, safety, comfort and enjoyment for all. Infrastructure improvements associated with walkable activity centres include: widened footpaths and quality pedestrian networks, street furniture, decluttering, shared zones and road closures, safe and high-quality connections, consolidated parking, needs-based short-term parking, safe connections to cycle paths and lanes, and optimised road and public space based on needs at each location.

### 2.2.2 Glen Eira Parking Policy 2020

The Glen Eira City Council Parking Policy aims to address increasing demands for access and parking in Glen Eira while reducing traffic congestion. It prioritises the safe and efficient movement of people, services, and goods, and provides a framework for managing parking to benefit the entire community.



## Glen Eira Activity Centre Parking Management Strategy

### 2 Strategic Context

The policy introduces innovative parking initiatives, restrictions, and updates to the Residential Parking Permit System, all to balance the needs of residents and businesses and support the Council's vision for transport and movement as outlined in the Integrated Transport Strategy 2018–2031.

Since car ownership and usage started to grow in the 1950s and 1960s, many cities have tried to support their usage and accommodate ever increasing traffic volumes. In more recent decades, including in Europe since the 1960s and 1970s, there has been some critique to this approach; that instead of supporting cars, cities should base transport planning around people, with mass transit able to move large volumes of travellers efficiently while bikes and walking are often effective for shorter distance trips. The Council is seeking to improve transport for people, including a review of how it manages its car parks.

The Glen Eira Parking Policy recognises that parking demand grows with car usage, primarily due to increasing population growth, lack of high-quality public transport, and easy access to parking facilities. This parking policy focuses on both managing the supply of parking and curbing the demand on parking. Measures include managing parking supply through restrictions, permits, and new technology, and reducing demand by encouraging active and public transport modes, reducing car ownership, and promoting car-sharing.

The policy provides a clear user group hierarchy for activity centres, prioritising safety for all road users, pedestrians and public transport (see Figure 2-1). It seeks to always provide a safe and comfortable walking environment and create attractive places that encourage people to visit and stay longer. Further, it seeks to ensure that appropriate parking is provided in suitable locations to support the economic vitality of the shopping strip.

### 2.2.3 Community Engagement

In recent years, Glen Eira Council has consulted with the community across a range of engagement programs, including the annual Victorian Community Satisfaction Survey (CSS), the *Our Priorities, Our Future* online survey and community priorities panel, the *Our Place, Our Plan* online survey and community priorities panel, and a broad community survey associated with the Integrated Transport Strategy 2024 refresh.

Community sentiment is typically mixed about approaches to parking.

- Broad engagement revealed mixed support for increased parking fees and charges through *Our Priorities, Our Future*.
- The Community Priorities Panel for *Our Priorities, Our Future* revealed high support for paid parking fees as a means for Council to raise revenue.
- The Community Priorities Panel for *Our Place, Our Plan* focused on improving the environmental impact of parking facilities.
- The Integrated Transport Strategy refresh 2024 showed general community support for the ITS approach to parking, including the need for a review and management.
- The Community Satisfaction Survey shows that parking is an area of relatively low performance, and relatively low importance compared to Council's other services.
- General community sentiment about parking has remained somewhat negative over time, as found in sentiment analysis of engagement programs from 2017 to 2024.





**Glen Eira Activity Centre Parking Management Strategy**  
2 Strategic Context

*Figure 2-1: Kerbside Hierarchy in Major Activity Centres*

Priority	User group	Comments
Highest	Safety and other conditions	To improve safety for all road users and to provide access for emergency vehicles, waste collection and street cleaning.
	Pedestrians	Widen footpaths to increase safety awareness and cater for a rise in footpath activity. Reduce intersection crossing lengths via treatments such as kerb outstands and continuous footpath treatments at minor junction crossings. Parking may need to be replaced.
	Public transport zone	Typically tram/bus stops. Includes taxi/rideshare set down and pick-up parking.
	Accessible parking	On-street medium-term parking bays for people with a disability or empathetic parking needs (two to four hour parking).
	Drop-off/pick-up	Short-term parking for drop-off/pick-up (such as at train stations).
	Bike parking	An area dedicated to parking for bicycles at key destinations such as train stations and community facilities such as the libraries.
	Car sharing	Where high scheme membership and demand in particular locations justify the allocation of bays.
	Customers	Short and medium-stay private vehicle parking for business and retail activities in the area (such as one or two hour restrictions).
	Loading Zones	Short-term parking associated with servicing of businesses within the area.
	Local employees	Encourage employees to come by public transport.
	Residents and their visitors	Encourage use of off-street parking contained within private developments.
Lowest	Commuter parking	Long-term commuter parking will be provided within specific off-street locations ie. train station car parks. On-street parking will be prioritised for local users rather than commuting. However, where excess parking exists in areas with no residential or commercial interface, longer term commuter parking will be allowed.

Source: Glen Eira Parking Policy, 2020



## Glen Eira Activity Centre Parking Management Strategy 2 Strategic Context

### 2.2.4 Other Relevant Documents

Other Council plans and policies that were reviewed as part of this study and inform the strategic policy context for this study include:

- Local Policy – General
  - » Council Plan 2021-2025
  - » 2040 Community Vision
  - » Climate Emergency Response Strategy 2021-2025
- Local Policy – Transport Focus
  - » Integrated Transport Strategy Action Plan 2024-2025
  - » Parking Policy Engagement Findings
  - » Parking Service Plan 2024 (Pilot)
  - » Better Streets Better Places 2023-2033
- Local Structure Plans
  - » Carnegie Structure Plan 2022
  - » Caulfield Major Activity Centre Structure Plan 2022
  - » Elsternwick Structure Plan 2023
  - » Glen Huntly Structure Plan 2021-2036
  - » Bentleigh Major Activity Centre Structure Plan 2024

### 2.2.5 Summary of Policy Review Findings

Glen Eira City Council's existing policies and strategies acknowledge that the current trend of car use in Glen Eira is unsustainable and that the traditional transport planning approaches is not working. The Integrated Transport Strategy (ITS) and activity centre structure plans aim for a 50/50 modal split between car and non-car modes by 2031, aligning with the Council's Climate Emergency Response Strategy that supports zero or low emissions transport. This vision aligns with the overall community goal of creating "a thriving and empowered community working together for an inclusive and sustainable future".

Glen Eira's policies emphasise the integration of transport and land use, focusing on enhancing the place value of activity centres and making them desirable destinations. The City Plan encourages accessibility to these centres by non-car modes as a preferable transport planning approach that supports residents to switch from cars to other modes, especially for short local trips.

The policy documents recognise the role that parking plays in Glen Eira's activity centres. The 2020 Parking Policy calls for a new approach to parking that ensures appropriate parking is provided to support the economic vitality of shopping strips. This involves better management of parking supply and demand. The ITS underscores the need to optimise car parking to create accessible and attractive places while recognising the contentious nature of parking removal.

Overall, transport sustainability and placemaking are key components of Glen Eira's policies, and must be supported by appropriate parking management strategies which are part of an integrated approach to reducing private vehicle travel, promoting sustainable travel choices, and making activity centres attractive places to spend time. This policy base justifies a clear rationale for the travel demand management approach as part of the overall parking management approach in Glen Eira.



## Glen Eira Activity Centre Parking Management Strategy 2 Strategic Context

### 2.3 Trends and Challenges

#### 2.3.1 Population Growth

Metropolitan Melbourne is experiencing rapid population growth, with a projected population of approximately 8 million people by 2051. Victorian Government policy says every council area, particularly inner Melbourne, must take its share of this growth. It is vital that government policies consider this growth and address the associated challenges of demographic change.

Glen Eira's population is forecast to grow from 158,717 in 2025 to 198,431 in 2046, a 25% increase over a 20-year period<sup>1</sup>. For Glen Eira, this means around 30,260 new residents, 14,020 new households, 9,502 jobs, and up to 22,432 additional cars<sup>2</sup>. But as documented within the Parking Policy, Glen Eira already has the least amount of open space of any local government area in Victoria, streets are heavily congested, and parking is highly contested. This population growth will increase the number of people that Glen Eira's activity centres serve and will also increase pressure on Glen Eira's transport network.

The impact of in the order of 22,000 more cars on local streets means more congestion, a less safe environment, especially for children, and the erosion of the amenity that typifies Glen Eira's neighbourhood streets.

#### 2.3.2 Development Patterns

The Glen Eira LGA is largely a residential municipality. Detached houses make up 37% of Glen Eira's current housing stock, with 29% apartments, 25% units/small townhouses and 9% side-by-side dual occupancy townhouse<sup>3</sup>. There has been a recent shift in housing types, with the number of detached houses decreasing and being replaced by units/small townhouses and apartments. Due to restrictions with residential zoning such as the Neighbourhood Residential Zone, which covers 70% of all land in Glen Eira, high density apartments have been concentrated to activity centres.

Housing development in Glen Eira will continue to grow to accommodate population growth. Achieving this objective will require significant urban infill development throughout the municipality, putting extra pressure on existing transport infrastructure and requiring a proactive response with regards to transport planning.

#### 2.3.3 Climate Change

The impacts of climate change such as increased average temperatures, increased frequency and severity of extreme weather events and sea level rise are prompting governments to take action to mitigate greenhouse gas emissions and introduce policies that adapt to changed environmental conditions. Many governments have introduced environmental sustainability objectives in policy, as well as increasing societal preference for sustainable policies, products and services.

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<sup>1</sup> <https://forecast.id.com.au/glen-eira/about-forecast-areas>

<sup>2</sup> Glen Eira City Council – Parking Policy 2020

<sup>3</sup> Glen Eira City Council – Housing Strategy 2022



## **Glen Eira Activity Centre Parking Management Strategy**

### **2 Strategic Context**

Glen Eira City Council's Climate Emergency Response Strategy seeks to embed climate change action to achieve net zero community emissions by 2030. Council's ITS strives to increase sustainable transport modes and aims to improve the mode share of non-car trips by 2031.

#### **2.3.4 Parking Management Implications**

The expected increase in population growth and development in and around activity centres in Glen Eira highlights the importance for good parking management. Increasing pressure on finite parking resources will become more urgent, making it vital to use all available tools to manage parking effectively to maintain liveability within Glen Eira.

Further, environmental sustainability objectives related to climate change highlight the need for a shift towards sustainable and affordable transport modes such as active and public transport. Good parking management practices can assist with achieving this modal shift. Sustainability also refers to minimising transport's adverse impact on the environment, where building more roads and parking spaces is not sustainable from a land availability perspective and growing car congestion can have negative impacts on the economy and the community's quality of life.



## Glen Eira Activity Centre Parking Management Strategy 3 Transport Context

### 3 Transport Context

This section outlines the transport networks for the various transport modes available within Glen Eira, and how this supports access to the major activity centres.

#### 3.1 Road Network

Key vehicle routes within the Glen Eira LGA are the Nepean Highway, Dandenong Road, South Road, Centre Road, North Road, Warrigal Road, Murrumbeena Road, Kooyong Road, Glen Eira Road, Poath Road, East Boundary Road, Neerim Road, Grange Road, Jasper Road and Hotham Street. These key routes carry high vehicle traffic volumes with the aim of ensuring movement of vehicle traffic is as efficient as possible (Figure 3-1).

These key routes are supported by the local road network, which provides a network of walking and shopping streets that provide good access to the activity centres. Key streets within the local road network include Centre Road, Glen Huntly Road, McKinnon Road, Patterson Road, Neerim Road, Balaclava Road, Hawthorn Road, Koornang Road, North Drive, Sir John Monash Drive and Derby Road.

Figure 3-1: Road Network Key Routes



Source: Integrated Transport Strategy, 2024



## Glen Eira Activity Centre Parking Management Strategy

### 3 Transport Context

## 3.2 Public Transport Network

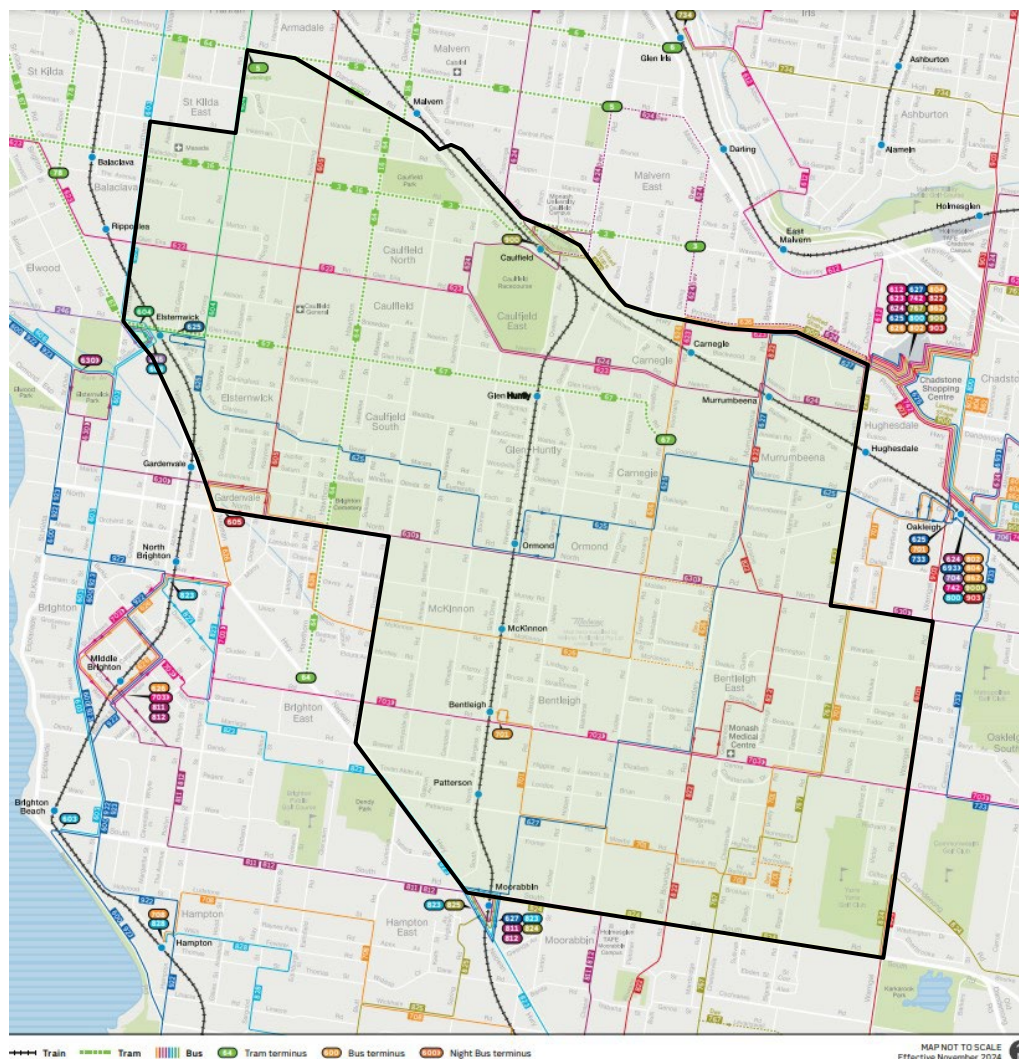
The Glen Eira LGA is served by a variety of public transport options, including trains, trams and buses (refer Figure 3-2).

Three train lines service stations in Glen Eira – Sandringham, Frankston and Cranbourne/Pakenham lines.

- Tram routes #3, #5, #64, #67 and #16 operate across Glen Eira.
- Bus routes #605, #623, #627, #630, #703 and #822 travel through the municipality.

These public transport routes connect to major activity centres in Glen Eira, with all major activity centres being accessible by at least a bus service, and some by train, tram and bus.

Figure 3-2: Glen Eira Public Transport Network



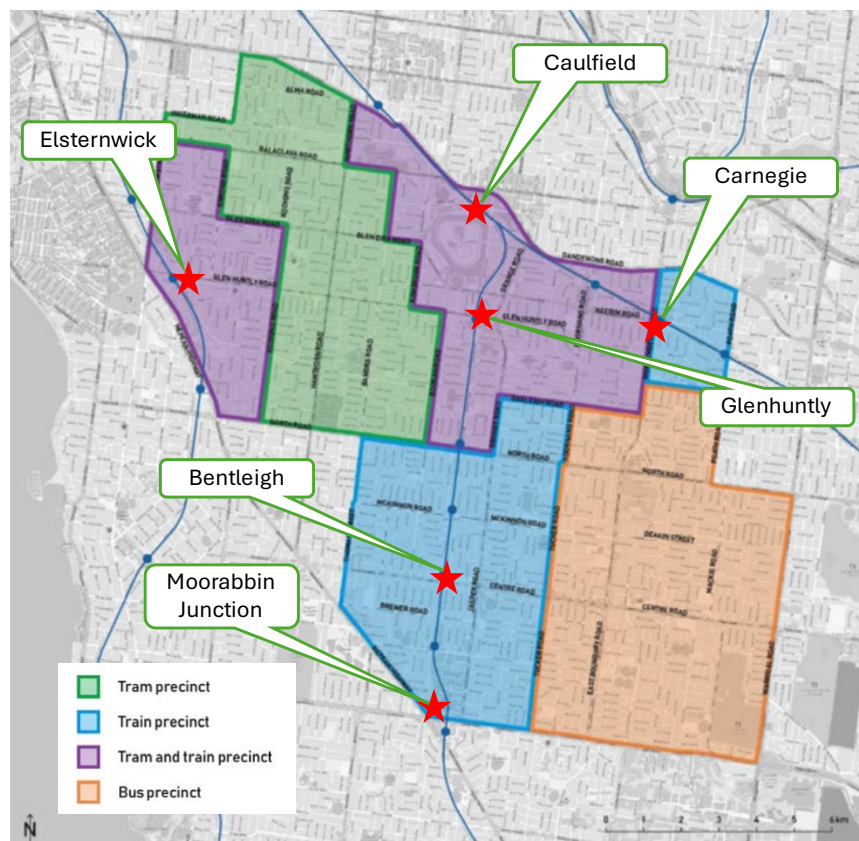


### Glen Eira Activity Centre Parking Management Strategy 3 Transport Context

Council's Parking Policy considers Glen Eira to have four types of transport precincts (refer Figure 3-3):

- Train and Tram Precinct
- Train Precinct
- Tram Precinct
- Bus Precinct

Figure 3-3: Transport Precincts



Base map source: Glen Eira Parking Policy

The transport precincts in which the six major activity centres within Glen Eira are located are as follows:

- Elsternwick – Tram and train precinct
- Carnegie – Train precinct (located on the eastern boundary of train and tram precinct)
- Bentleigh – Train precinct
- Caulfield – Tram and train precinct
- Glenhuntly – Tram and train precinct
- Moorabbin Junction – Train precinct



## **Glen Eira Activity Centre Parking Management Strategy**

### **3 Transport Context**

A key purpose of the transport precincts is to inform decision-making when determining on-street parking restrictions (timing and days/hours of operation) and to ensure that there is a consistent treatment based on 'land use' and 'use and access' principles. All major activity centres in Glen Eira have at least tram or train access (or in some cases, both) as well as bus services. These public transport options indicate that residents have greater transport modal choices beyond the car, highlighting the opportunity to induce higher rates of sustainable transport to reach activity centres. This modal shift is encouraged through the ITS. Less reliance on driving will assist the parking management task by reducing demand.

### **3.3 Cycling Network**

The following routes are recognised by the Glen Eira City Council as "key routes" for cycling: Rosstown Rail Trail, Nepean Highway, South Drive, Crosbie Road, Deakin Street, Bignell Road, Mackie Road, Thomas Street, McKinnon Road, Riddle Parade, Tucker Road, Koornang Road, Bambra Road, Orrong Road, Inkerman Road. These corridors have varying levels of safe cycling infrastructure. Most of these cycling routes have painted on-road bike lanes, which provide no protection from moving vehicles, or no cycling infrastructure.

Council's ITS sets out Council's commitment to providing a comprehensive network of safe local routes for walking and riding bikes, connecting key points of interest such as schools, activity centres, railway stations, Council facilities and open space. Actions include improvements to footpaths, signs and crossings, and incremental improvements to on-road cycling space.

There is an opportunity to improve the quality of the Glen Eira cycling network and ensure all activity centres are accessible by bike. Improved infrastructure will assist with the behaviour change needed to achieve modal shift towards active transport. Increased active transport rates will help the parking management task by reducing demand for car parking in activity centres.

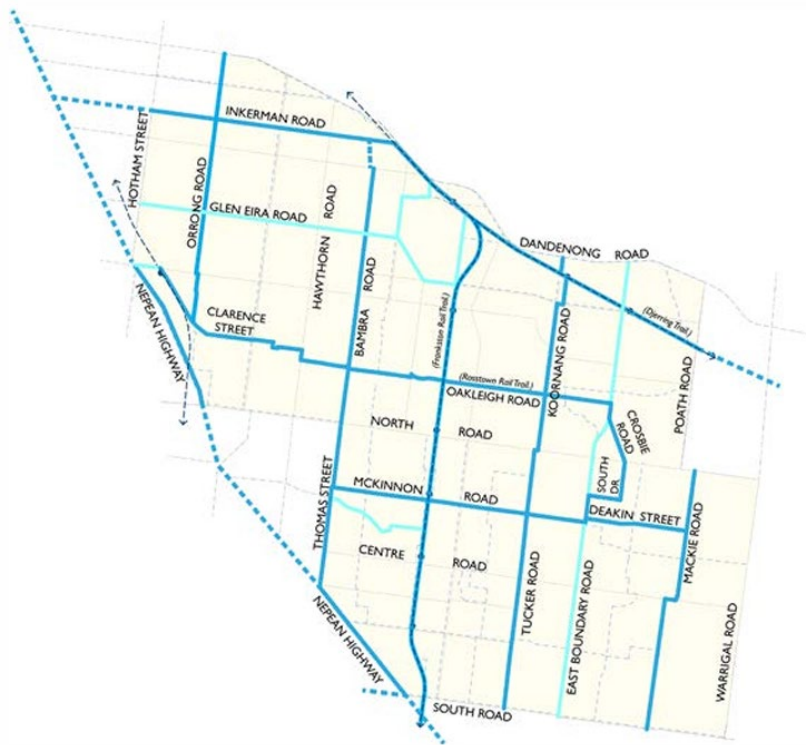




## Glen Eira Activity Centre Parking Management Strategy

### 3 Transport Context

Figure 3-4 – Glen Eira Cycling Network



Source: Integrated Transport Strategy, 2024

## 3.4 Movement and Place

The Movement and Place Framework (Department of Transport, Victoria, 2019) takes a future-focused, multi-modal approach to transport network planning. It takes into consideration the diverse role places play in planning the types of transport modes appropriate to a local road or street. In this new language, roads and streets are defined by the context of a local place and assigned various 'movement' and 'place' classifications. The framework offers a common language for coordinated transport planning between transport and planning agencies and local governments. It also provides a consistent approach to assessing the performance of the road and transport network, identifying project requirements and assessing project solutions.

Within the context of parking management, movement and place is a useful tool in developing parking plans and strategies. The movement and place framework categorises streets into an order of hierarchy that dictates parking policies and guides demand management tools for specific corridors. Different parking restrictions or technologies can be suitable for some or all of the aforementioned street types and can be used to enhance or support them.

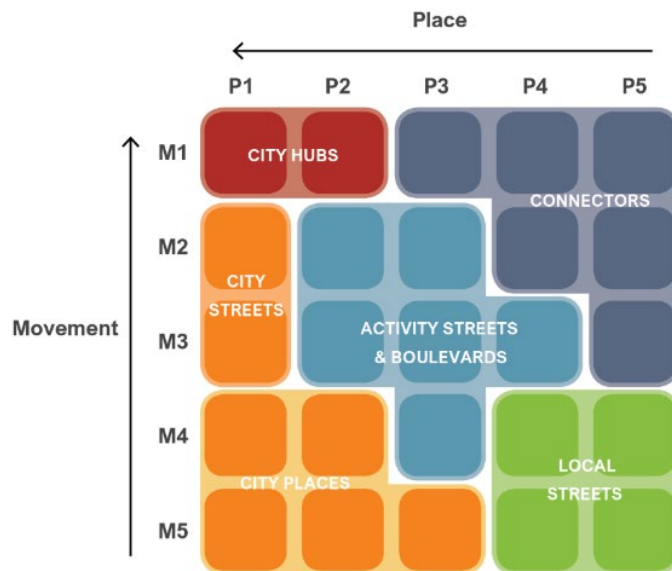
In an activity centre setting, there is high demand for movement together with access to shops and services by all modes. This demand will increase as the activity centres see more development. Activity streets and boulevards need to balance these competing demands whilst aiming to provide a high-quality public realm that supports businesses, traders and neighbourhood life. Where a high place value is defined for a street or area, there may be a greater likelihood of removing car parking to facilitate



### Glen Eira Activity Centre Parking Management Strategy 3 Transport Context

place improvements. Alternatively, where a high movement value is defined for a street or area, there may be a greater likelihood of parking bans to facilitate vehicle movement on road.

Figure 3.5: Movement and Place Framework Street classification



Source: Department of Transport, Victoria, 2019

## 3.5 Summary of access to activity centres

Council acknowledges that access to high quality public transport facilities is a key factor influencing car use and recognises that access to high quality public transport facilities in Glen Eira is not spread equally. The major activity centres are well served by public transport; they all have a railway station and Caulfield, Elsternwick and Glen Huntly have trams as well. While the Djerring Trail has improved cycling access to Carnegie, cycling access more generally needs to be improved if it is going to contribute to mode shift. There is a comprehensive and well-maintained network of footpaths that support walking. Driving and walking are the preferred mode of travel to activity centres.



**Glen Eira Activity Centre Parking Management Strategy**  
4 Parking Context

## 4 Parking Context

### 4.1 Current Approach to Parking Management

Council's Glen Eira Parking Policy 2020 sets the current approach to managing parking in activity centres. It is based on the principle that parking will be managed to provide best access for higher-priority users, with the user group priorities set out in the parking hierarchy for each land use type.

The measures used to manage supply and demand, as documented in the policy, include:

- *Supply:*
  - » *Parking restrictions are used to manage the parking in areas of high demand.*
  - » *Parking permits provide tailored access to parking for particular user groups.*
  - » *New technology can direct drivers to vacant parking spaces.*
  - » *Specifying parking requirements associated with land-use development.*
- *Demand:*
  - » *Supporting and encouraging people to walk, cycle and use public transport.*
  - » *Reducing the need for car ownership (as car ownership has a direct relationship to car use).*
  - » *Car share that provides access to a vehicle when necessary, without the need to own a car.*

For on-street parking in major activity centres, higher priority is given to pedestrians, public transport, accessible parking and high-turnover drop-off/pick-up spaces, with lower priority for commuters, employees and residents and their visitors. For off-street parking, higher priority is given to accessible parking and medium to long-stay customer parking, with lower priority for residents and commuters.

Timed parking restrictions are in place in all major activity centres (on-street and off-street), with restrictions outlined in the hierarchy based on users and their needs. The key restriction types are:

- **Pick-up/drop-off = No Parking or <15minP**
- **Customers on-street = 1P or 2P**
- **Customers off-street = 2P to 4P**
- **Commuters and traders = unrestricted (off-street within the centre and on-street outside of the centre).**

Restrictions typically apply on Monday to Friday (predominantly 8:00am to 6:00pm) and Saturday (8:00am to 12:00pm or 6:00pm). The majority of spaces are typically unrestricted in the evenings after 6:00pm and on Sundays. It is noted that Council is currently reviewing the days and times of parking restrictions within the major activity centres to manage increasing demand for parking outside of existing timed restrictions.

The parking policy states that Council will include parking sensors and guidance systems as part of all off-street car parks above 100 spaces. **There are no sensors currently in place.**

With regards to any potential for reductions in the supply of parking, Council's current aim is to avoid the loss of commercial on-street parking and retain parking where possible. Where parking is required to be



## Glen Eira Activity Centre Parking Management Strategy

### 4 Parking Context

removed, measures may include reinstatement of restricted parking to adjacent spaces, redesign of parking layout to minimise parking loss, or creation of new off-street parking (where significant and high-demand parking is lost).

## 4.2 Existing Usage

### 4.2.1 Aerial Imagery Sample Counts

Sample parking demand information was collated via historical aerial imagery sourced from Nearmap<sup>4</sup>. Suitable days and times were selected to represent a variety of daytime activity centre operating periods, as follows:

- Sunday Oct 13, 2024, 12:30pm-1:00pm
- Thursday Aug 04, 2024, 11:30am-12:15pm
- Monday May 13, 2024, 10:15am-10:45am

Table 4-1 has been prepared to summarise the findings of the aerial imagery parking demands. It shows that the centres of Bentleigh, Carnegie and Elsternwick all demonstrated high occupancies either on-street, off-street or both.

Table 4-1: Parking Occupancies (Nearmap)

Parking Occupancy %	Sun 13/10/24		Thu 04/08/24		Mon 13/05/24	
	On-street	Off-street	On-street	Off-street	On-street	Off-street
Bentleigh	75%	75%	80%	77%	72%	52%
Bentleigh East	75%	91%	63%	66%	70%	78%
Carnegie	72%	73%	71%	96%	n/a	n/a
Elsternwick	89%	90%	87%	65%	87%	66%
Glenhuntly	58%	45%	78%	47%	44%	36%

### 4.2.2 Daytime Parking Demand Spot Counts

Parking demand spot counts at the major activity centres of Bentleigh, Carnegie and Elsternwick were undertaken by Stantec on Wednesday 19 February and Thursday 20 February 2025. Two spot counts were collected at each of the centres, consisting of one count in the morning (9:00am-11:00am) and one count during the middle of the day (11:00am-2:00pm).

These results were supplemented by daily counts undertaken by Council in these same centres from Wednesday 5 February to Tuesday 11 February 2025, where hourly demands were collected between 5:00pm and 11:00pm.

It should be noted that off-street private parking areas, such as car parks associated with specific commercial sites or sites not accessible to the general public (i.e. private basement car parks, residential dwellings, and private commercial carparks) were not included in the surveys.

<sup>4</sup> <https://view.nearmap.com/>

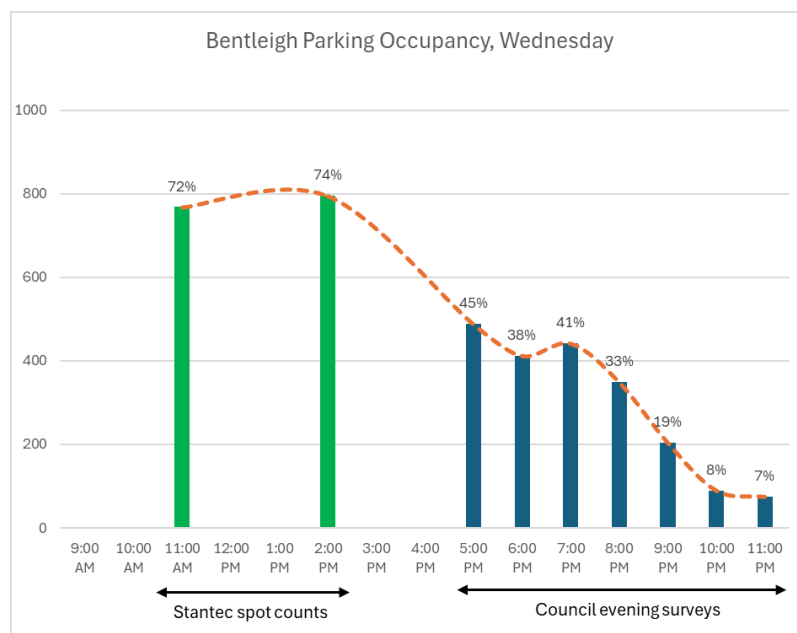


### Glen Eira Activity Centre Parking Management Strategy

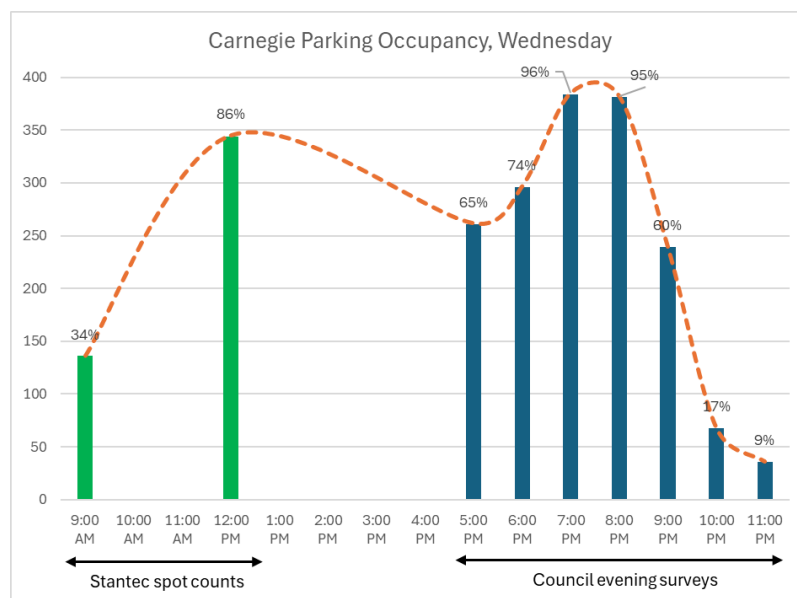
#### 4 Parking Context

A summary of the findings for the Wednesday, including the spot counts undertaken by Stantec and the evening surveys undertaken by Council, is provided in Figure 4-1, Figure 4-2 and Figure 4-3, with full survey outputs provided in Appendix A.

*Figure 4-1: Parking Occupancy – Bentleigh Activity Centre*



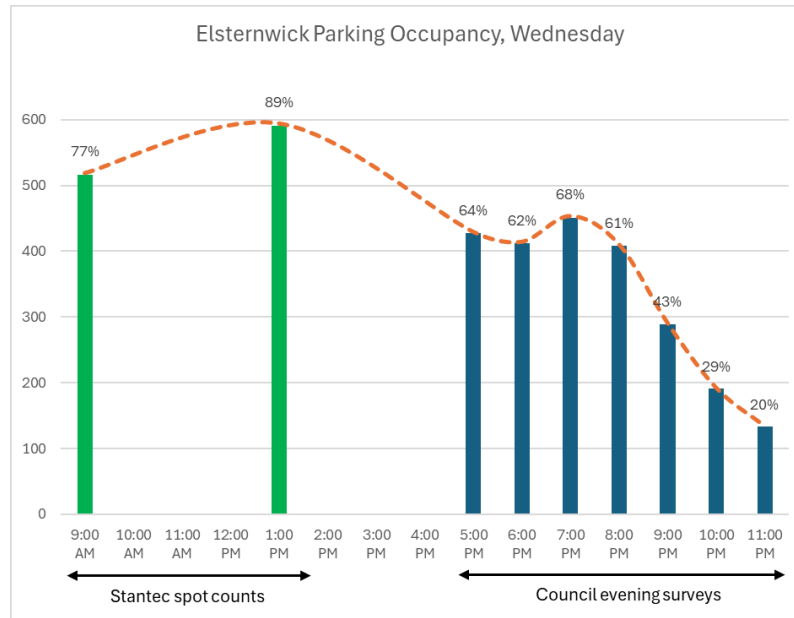
*Figure 4-2: Parking Occupancy – Carnegie Activity Centre*



## Glen Eira Activity Centre Parking Management Strategy

### 4 Parking Context

Figure 4-3: Parking Occupancy – Elsternwick Activity Centre



The results from the surveys are typically in line with the results obtained through the aerial photography review, with recorded daytime peak occupancies of 74% in Bentleigh, 86% in Carnegie (increased to 96% in the evening) and 89% in Elsternwick.

The peak recorded daytime occupancies by location are presented in the study area maps shown in Figure 4-4, Figure 4-5 and Figure 4-6. Some of the key findings observed from a review of these maps are:

- Parking occupancies in Bentleigh vary greatly by location. Off-street parking areas range from low demand up to moderately high demands, with usage typically higher around the train station. On-street demands range from low to very high, with a number of locations at 100% occupancy. Overall, on-street occupancy was observed to be 75% and off-street occupancy was observed to be 74%.
- On-street and off-street parking occupancies were very high in Carnegie, with only 55 available vacancies across the centre at the midday peak. On-street parking has a peak occupancy of 83%, whilst off-street parking had an even higher occupancy of 86%.
- Elsternwick also had very high observed occupancies in both on-street and off-street areas, with a peak on-street occupancy of 88% and a peak off-street occupancy of 90%.





Glen Eira Activity Centre Parking Management Strategy  
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Figure 4-4: Parking Occupancy – Bentleigh Activity Centre



## Glen Eira Activity Centre Parking Management Strategy

### 4 Parking Context

Figure 4-5: Parking Occupancy – Carnegie Activity Centre





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4 Parking Context

Figure 4-6: Parking Occupancy – Elsternwick Activity Centre



## **Glen Eira Activity Centre Parking Management Strategy**

### **4 Parking Context**

The collected data provides information on the likely daytime peak demands that can be used to justify further investigation. Targeted data collection could be collected at a later date in order to provide additional justification and support for any proposed changes.

#### **4.2.3 Evening Parking Demand Surveys**

O'Brien Traffic was engaged by Council to undertake a review of the evening and weekend parking demands and restrictions in five activity centres – Bentleigh, Bentleigh East, Carnegie, Elsternwick and Glen Huntly. Parking occupancy surveys were conducted at each centre between 5pm and 11pm from Wednesday 5 February to Tuesday 11 February 2025, and also between 11am and 2pm on Sunday 9 February 2025.

The key findings from the parking demand surveys for Bentleigh, Carnegie and Elsternwick include:

- In Bentleigh, whilst higher demands for parking were observed along Centre Road, in the Vickery Street (Coles) car park and the Daley Street car park, overall parking demands only reached around 50% occupancy, including on Friday and Saturday evenings.
- The parking areas south of the railway line in Carnegie are at or exceeding full capacity at peak times (i.e. 7pm on a Friday and Saturday evening). Whilst peak demands occur on Friday and Saturday evenings, all other evenings across the week also had high observed demands, particularly south of the railway line.
- In Carnegie, observations on the Friday and Saturday evenings indicated congestion occurring with motorists circling in car parks looking for a parking space and parking demands spilling into surrounding streets.
- Many of the parking areas surveyed in Elsternwick were full or almost fully occupied at the peak period on a Saturday evening (i.e. 8pm), with overall demands at 74%.
- Recorded parking demands in Elsternwick were higher towards the western end of the centre and along the full length of Glen Huntly Road. On Friday and Saturday evenings, the areas at the western end of the centre (west of Staniland Grove and Carre Street (including Carre Street)) were fully occupied or almost at capacity.

Duration of stay surveys were also undertaken on the Friday, Saturday and Sunday. These surveys found that the substantial majority of vehicles parking in all centres did so for 2 hours or less and typically 1 hour or less along the main road.

The O'Brien Traffic report provided a range of recommendation options related to changes to parking restrictions. Based on the duration of stay findings, which indicated that most vehicles are already parking for short periods, extending the existing 1 and 2-hour parking restrictions to apply in the evenings and the weekend was concluded as being unlikely to make any significant improvement to these parking conditions. Other options that were offered to address the very high demands at some locations included:

- Extend the existing restrictions to apply on all days from 8am to 6pm in all centres to provide consistent restrictions across all days.
- Extend the existing restrictions to apply on all days from 8am to after 8pm in Bentleigh, Carnegie and Elsternwick due to the high parking demands at peak times.
- Apply ¼ hour restrictions at all other times to Loading Zone areas outside of loading zone periods.
- Extend ¼ hour restrictions to apply at all times.



**Glen Eira Activity Centre Parking Management Strategy**  
4 Parking Context

## 4.3 Surrounding Areas

### 4.3.1 Parking Management in Surrounding Councils

It is useful to understand how surrounding Councils manage their parking in comparison to Glen Eira since they are likely to be experiencing similar issues. Identifying consistencies can be valuable, but it is also good to identify where more complex intervention may already be in place, such as paid parking or permit schemes. Learning from the approaches adopted by others, whether successful or not, can provide useful insights.

A summary of the approach to parking and the associated parking policies for surrounding Councils is provided in Table 4-2.

*Table 4-2: Adjacent Councils Parking Management Approach*

LGA	Approach	Parking Policy
Bayside	<p>Adopted Parking Strategy – Parking Sustainably 2023-2033 in 2023.</p> <p>Relies on timed parking controls in activity centres, supported by enforcement.</p> <p>Most on-street parking in residential areas is unrestricted. Some residential areas have parking controls to protect amenity and access.</p> <p>Paid parking implemented in foreshore areas – permit system provided for residents.</p>	Bayside City Council Parking Strategy Parking Sustainably 2023-2033
Port Phillip	<p>Adopted Parking Management Policy in 2020, updated in 2024.</p> <p>Provides hierarchy of parking allocation for use throughout LGA.</p> <p>Residential parking permit areas are in place, eligible permit holders are exempt from parking restrictions adjoining residential properties in the street of permit issue, any intersecting streets and any immediately parallel streets.</p> <p>Paid parking exists across the municipality (on-street and off-street).</p>	City of Port Phillip Parking Management Policy
Stonnington	<p>Relies on timed parking controls with enforcement and resident parking permits to manage on-street parking in activity centres and residential areas.</p> <p>Off-street council-owned car parks require payment.</p> <p>Currently working on a Parking Action Plan that is seeking to implement paid parking for on-street as they have many underutilised off-street spaces and drivers circulate to find free on-street parking.</p>	Parking Action Plan (Draft) – the most recent consultation window closed on Sunday 15 September 2024.
Kingston	<p>Adopted Parking Management Policy in 2024.</p> <p>Provides user hierarchy for different contexts within LGA such as activity centres/commercial areas, railway stations, residential areas, schools, and industrial areas.</p>	City of Kingston Parking Management Policy



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LGA	Approach	Parking Policy
	Relies upon a combination of parking permits, timed parking controls with enforcement, and paid parking to manage parking.	
Monash	Relies upon a combination of timed parking controls with enforcement and residential/trader parking permits to manage parking. Paid parking is currently not in place in any of the activity centres.	None
	In-ground sensors are installed at many of their shopping areas to assist with enforcement and promoting turnover in line with signposted restrictions.	

Several surrounding Councils have introduced paid parking in their activity centres as part of their parking management approach. The introduction of paid parking in these areas demonstrates there is a willingness for motorists to pay for convenient parking spaces in an activity centre environment.

### 4.3.2 Major Activity Centres in Adjacent Local Government Areas

There are many major activity centres in the local government areas (LGAs) adjacent to Glen Eira (see Table 4-3). The presence of these major activity centres in close proximity to Glen Eira reinforce the variety of options for shopping, dining and entertainment residents have available to them outside of the own local area.

Table 4-3: Major Activity Centres in Adjacent LGAs

LGA	Activity Centre	Parking Characteristics
Bayside	Bay Street, Brighton	Timed restrictions
	Church Street, Brighton	Timed restrictions, parking sensors
	Hampton	Timed restrictions
	Cheltenham	Timed restrictions
	Sandringham	Timed restrictions, parking sensors
Port Phillip	Acland Street, St Kilda	Timed restrictions
	Bay Street, Port Melbourne	Timed restrictions
	Carlisle Street, Balaclava	Timed restrictions
	South Melbourne Central	Timed restrictions Paid parking at South Melbourne Market on Mondays, Tuesdays, and Thursdays.
	Fitzroy Street, St Kilda	Mix of paid parking and timed restrictions
Stonnington [1]	Chapel Street, Prahran/South Yarra	Timed restrictions
	High Street, Armadale	Timed restrictions, parking sensors
	Glenferrie Road, Malvern	Timed restrictions, parking sensors
	Chadstone	Mix of free parking and paid parking. Majority free for first two hours, then paid after that period elapses.
Kingston	Cheltenham-Southland	Cheltenham activity centre streets: timed restrictions Southland shopping centre: Mix of free parking and paid parking. Parking free for first three hours, then paid after that period elapses.
	Mordialloc	Timed restrictions Paid parking at foreshore off-street car parks only
Monash	Mount Waverley	Timed restrictions



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LGA	Activity Centre	Parking Characteristics
	Clayton	Timed restrictions, parking sensors
	Brandon Park	Timed restrictions
	Glen Waverley	Timed restrictions, parking sensors
	Oakleigh	Timed restrictions, parking sensors

[1] Stonnington is currently preparing a Parking Action Plan that may see paid parking implemented in some of their activity centres.

Any changes to the way in which parking is managed in one of the centres in Glen Eira will need to consider the impact as a result of the parking characteristics of the neighbouring centres. If all centres provide a similar level of service, such as parking availability and comparable pricing, then the centres would be equally attractive for a potential visitor.

### 4.3.3 Nearby Private Major Shopping Centres

Two major shopping centres are located within the vicinity of Glen Eira – Chadstone and Southland. They are both recognised as major activity centres by the Victoria State Government<sup>5</sup>.

Chadstone is located in Malvern East, approximately 300m from the northeastern boundary of Glen Eira. Chadstone is the largest shopping centre in Australia, with 231,497sqm of gross lettable area (GLA), 18.3 million annual customer visits, and 10,000 parking spaces<sup>6</sup>. The majority of parking spaces are free, with some areas attracting a fee for stays longer than two hours.

Southland is located in Cheltenham, approximately 2.5 kilometres from the southern boundary of Glen Eira. Southland has 366 retailers, 129,290sqm of GLA, 12.6 million annual customer visits, and 5,980 car parking spaces with free parking for the first three hours<sup>7</sup>.

<sup>5</sup> <https://www.planning.vic.gov.au/guides-and-resources/guides/all-guides/activity-centres-guidance>

<sup>6</sup> <https://www.vicinity.com.au/portfolio/our-properties/chadstone#/>

<sup>7</sup> <https://www.scentregroup.com/our-customers/westfield-destinations/westfield-southland>

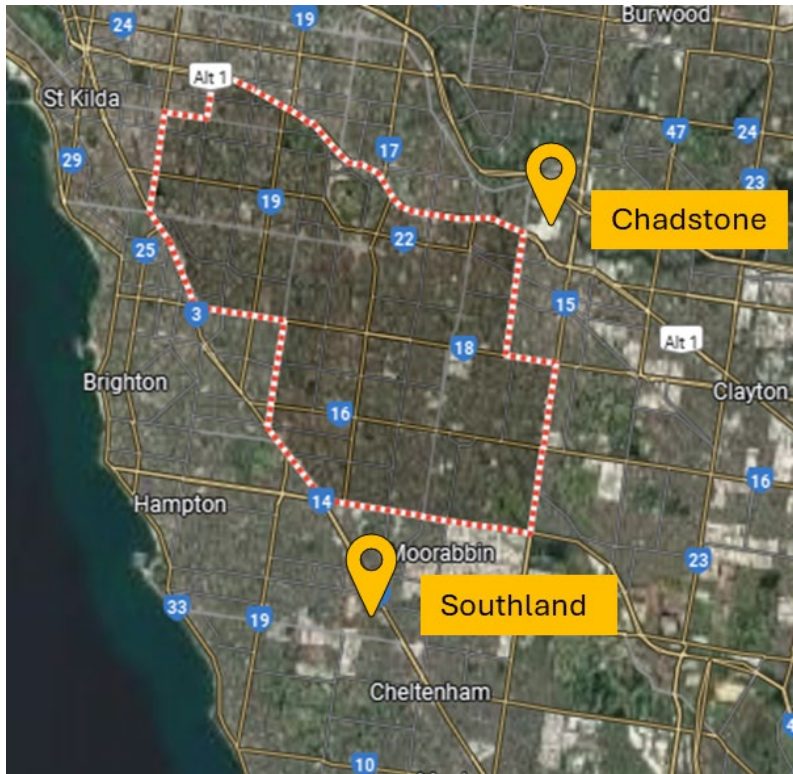




## Glen Eira Activity Centre Parking Management Strategy

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Figure 4-7: Major Shopping Centre Location Relative to Glen Eira Map



Base map source: Google maps

Similar to the activity centres in adjoining LGAs, any changes to the way in which parking is managed in one of the centres in Glen Eira will need to consider the impact as a result of the parking characteristics of Chadstone and Southland. The ongoing availability of free parking for stays less than two to three hours could be attractive where paid parking exists in other activity centres. However, there could already be a preference to visit the larger shopping centres over the major activity centres due to increasing congestion and difficulty finding a car park in these centres. Improvements in the turnover and availability of parking in the activity centres, either through paid parking or other management method, could actually attract more visitation due to the improved level of service and ease of access.



**Glen Eira Activity Centre Parking Management Strategy**  
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## 4.4 Factors Affecting Future Approach to Parking Management in Glen Eira

Population growth in Glen Eira is projected to increase significantly, with estimates showing a rise from 158,717 in 2025 to 198,431 by 2046. Population growth, increased infill development, and unsustainable levels of car use (currently accounting for 66% of trips) pose a serious challenge for parking management in Glen Eira's activity centres. If existing car mode share and associated demand for car parking persists, activity centres and Glen Eira in general will face heightened traffic congestion, reduced air quality, and diminished accessibility. In addition, the climate emergency and cost of living crisis place further stress the need for action. Without changes to parking management, Glen Eira will struggle to accommodate the growing population and maintain liveability and attractiveness of its activity centres. These factors underscore the urgency for a revised parking strategy that ensures efficient use of parking spaces and promotes sustainable transport modes.

The following table presents information from the major activity centre structure plans published by Glen Eira, as well as the state government's activity centre plan for Moorabbin.

*Table 4-4: Activity Centre Projected Changes*

Major Activity Centre	Projected Future Changes	Indicative Additional Retail and Commercial Parking Requirements [1]
Bentleigh (adopted June 2024)	<ul style="list-style-type: none"> <li>Population of Bentleigh suburb expected to grow by 10% to 2036</li> <li>Capacity in and around Bentleigh major activity centre for future apartment development and greater housing diversity</li> <li>To 2036, demand for additional 12,800 sqm of retail floorspace, 1,700 sqm of retail services floorspace, and 5,800 sqm of commercial floorspace</li> </ul>	682 new spaces
Carnegie (adopted 2022)	<ul style="list-style-type: none"> <li>Capacity for 3,900 additional apartments and 100 additional units/townhouses in Carnegie Major Activity Centre area, with projection of 2,400 net increase in dwellings by 2036</li> <li>Increased space for office and retail required within activity centre area. To 2036, demand for additional 10,100 sqm of retail floorspace, 2,000 sqm of retail services floorspace, and 4,600 sqm of commercial floorspace</li> <li>15% population growth expected in suburb of Carnegie by 2036, approx. 2,962 new residents</li> </ul>	562 new spaces
Elsternwick (adopted August 2023)	<ul style="list-style-type: none"> <li>11% population growth in suburb of Elsternwick expected by 2036, approx. 1,430 new residents</li> <li>Approx 12,000 sqm of additional floorspace is required</li> </ul>	396 new spaces



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Major Activity Centre	Projected Future Changes	Indicative Additional Retail and Commercial Parking Requirements [1]
Caulfield (adopted September 2022)	<ul style="list-style-type: none"> <li>Capacity for residential development in Elsternwick Activity Centre</li> <li>An additional 5,350 people by 2036, rapid population growth in the activity centre</li> <li>Additional retail floorspace of 6,400 sqm by 2036 to support additional residential growth in the Centre</li> <li>New commercial office floor space of 19,600 sqm within the Centre by 2036</li> </ul>	812 new spaces
Glen Huntly (adopted September 2021)	<ul style="list-style-type: none"> <li>Identified as an emerging major activity centre</li> <li>19% population growth in suburb of Glen Huntly expected by 2036, approx. 1,004 new residents</li> <li>Additional housing required to accommodate growth</li> <li>Increased space for office and retail required within activity centre area</li> </ul>	N/A
Moorabbin (adopted March 2025)	<ul style="list-style-type: none"> <li>Moorabbin is recognised by the VPA as one of the 60 Housing Choice and Station centres with sufficient public transport, facilities and services to be the location for large numbers of new homes</li> <li>Expected that the Moorabbin activity centre and surrounding catchment area can contribute at least 5,000 new homes</li> </ul>	N/A

[1] These numbers have been calculated using the current statutory parking rate requirements of the Glen Eira Planning Scheme – Clause 52.06 Table 1 (column B rates). Shop (3.5 spaces per 100sqm) and Office (3.0 spaces per 100 sqm) land uses rates have been adopted for the purpose of calculation.

The projected increase in population and development of these activity centres will bring an associated increase in the amount of statutory parking provision. Should the projected levels of development of new retail and commercial space outlined in this table occur, there will be an increase of 1,640 spaces across the major activity centres that Council has undertaken future planning work on (Bentleigh, Carnegie, and Elsternwick). This indicative calculation presents a hypothetical scenario that shows how the development of these activity centres will affect the scale of parking that is provided within the activity centre. Should current rates of car use remain as business-as-usual, there will be a significant increase in the number of cars circulating around these activity centres looking for parking.

Such increase in the context of the limited availability of public parking within these three activity centres, as discussed in Section 4.2.2, highlights the necessity to further consider the available approaches to managing parking resources. It is also noted that the work of the Department of Transport and Planning through their activity centre program may increase the population forecasts from those tabled above and identified in Council's structure planning work. As a result, this will further compound the parking rates and traffic circulation noted in the proceeding paragraphs.





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## 5 The Parking Management Task

### 5.1 Overview of Parking Management

#### Why does parking need to be managed?

Parking management plays an important role in the function of the overall transport network and is essential for supporting sustainable places and communities. There are many positive benefits that can be attributed to good parking management, such as supporting access to activity centres and businesses, improving access for people with mobility needs and supporting the movement of people and goods. The use of other modes of transport can also be encouraged through good parking management and can include the generation of revenue that can further support the facilities associated with active and public transport.

Motorists “cruising” for available parking near their destination can contribute as much as 30% to the total traffic volumes when parking is at capacity<sup>8</sup>, and therefore reducing the available capacity of our road networks. Congestion within activity centres increases the probability of conflict between cars and other modes of transport, including cycling and walking. Studies show that a parking occupancy of 85%<sup>9</sup> provides the best balance of managing demand for parking while maintaining good road network function. As such, by improving parking space availability and reducing the time spent searching for a parking space, the management of parking can have road safety benefits for pedestrians and cyclists through reduced congestion and vehicle circulation. This also has environmental benefits through reduced emissions and improved amenity for all users.

Parking management is a tool for supporting the economic development of an area. The benefits achieved through better use of public space, reduced congestion and promotion of active and public transport modes can all contribute to making it easier for people to access businesses, which can lead to increased sales and profits. A good customer experience will also encourage return visits and continue the support of local businesses. Traders can also be supported by the management of parking through charging and/or time restrictions as this increases turnover and the number of unique visitors to a centre.

#### The land used for parking is a finite resource

Car parking requires the specific allocation of valuable land to accommodate vehicles within our activity centres, and its supply and demand can be directly measured. While cities can in theory build more parking, it usually comes at a great cost (financial, environmental and social) to the community. Glen Eira does not have the funds to build new multi-deck car parking, nor is there the policy impetus to do so.

The addition of parking supply may address parking supply issues in the short term, but in the long term it will induce more parking demand and increase traffic within the road network. Activity centres have a high place value, so a people-centric approach is preferred, rather than reinforcing car-dependent

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<sup>8</sup> Austroads, 2020

<sup>9</sup> Austroads, 2020



## Glen Eira Activity Centre Parking Management Strategy

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transport habits. A people-centric approach to design seeks to create a public space environment that people can enjoy and move around safely, regardless of transport mode.

Construction of multi-deck car parks is extremely expensive, costing upwards of \$65,000 per space<sup>10</sup>, making it prohibitive to Council budget constraints. In addition to high financial costs of multi-deck car parks, the construction process and induced increase in car use has a high environmental cost. This high environmental cost is at odds with Council's Climate Emergency Response Strategy, which urges Council to consider the climate impact across all its operations.

### Management of Future Growth

A good parking management approach will contribute positively to the liveability of a centre even as the population grows, and the activity centre population and visitation increase.

As discussed previously, the state's activity centre program and housing targets will potentially see significant increases in population. Whilst this program is based on a transit-oriented development approach, which will likely see a reduction in car ownership rates over time, this will still likely increase pressure for public parking.

Such increase in the context of the limited availability of public parking within the activity centres, as discussed in Section 4.2.2, highlights the necessity to further consider the available approaches to managing parking resources.

## 5.2 Parking Management Tools

There are a series of steps in the parking management process, ranging from uncontrolled or unrestricted parking (the simplest control suitable for a single land use and user type) through to paid parking (manages high demands, competing demands, and multiple users with different parking needs). Progression through the levels of parking management responds to increasing and competing parking demands and the need to allocate parking between different user groups. Inevitably the progression through the parking management steps sees increasing complexity in management of these issues and an increase in the cost of implementation. This is illustrated in Figure 5-1 and discussed further following.

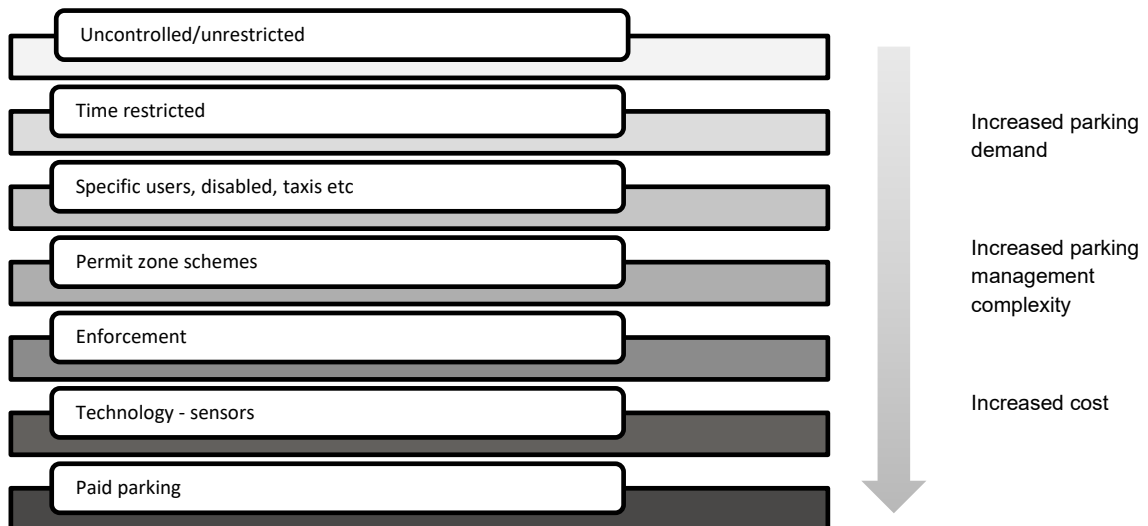
<sup>10</sup> <https://theconversation.com/500m-for-station-car-parks-other-transport-solutions-could-do-much-more-for-the-money-114908>



## Glen Eira Activity Centre Parking Management Strategy

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Figure 5-1: Parking Management Approach



#### Unrestricted Parking

Unrestricted parking provides, at the most basic level, access for vehicles to park. The use of unrestricted parking is relevant where demand does not exceed supply and where it relates to a single user group and prioritisation and turnover of spaces are not required.

Some unrestricted is provided in the off-street car parks of Glen Eira's major activity centres to meet the needs of traders, employees and commuters.

#### Time Restricted

This is the first step in managing parking by placing time limits on parking spaces to induce turnover and increasing accessibility by creating 'open' spaces closer to the motorists' destination. Time limits provide the first level of prioritisation of parking to specific typical user groups according to the length stay they typically require to undertake their relevant activities.

Time limits, including days of week, may be adjusted to improve efficiency, and off-street parking should support longer term stays where available.

Time restricted parking is already in place in all of the major activity centres in Glen Eira.

#### Allocated

Parking Zones allocate parking spaces by way of parking restriction signage. An example of this would be a 'Permit Zone', a 'Loading Zone', or similar, and provides exclusive access to that user group to access the parking spaces.

There are allocated spaces for a range of user groups within the major activity centres, including bus zones, taxi zones, loading zones, accessible parking spaces, parents with prams, seniors parking, mail zones and car share.



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#### Permit Schemes

Permit schemes can create a permit holder exemption, whereby a particular user group, usually residents, have access to permits which exempt them from timed parking restrictions. This system provides residents with an advantage, but not a guarantee, to find a park near their property.

There are no permit schemes operating within the major activity centres. A resident permit scheme would not be appropriate for a commercial centre as it would which would limit access for shoppers and visitors to the centre and discourage high turnover.

#### Paid Parking

Paid parking introduces a cost to parking to prioritise parking allocations and act as a demand management tool. Charging for parking can be a highly effective tool in managing both on and off-street parking, particularly where demand outstrips supply.

Some paid parking spaces already exist in the Caulfield activity centre. These spaces are for long-stay parking and service the needs of commuters and workers in the vicinity of Caulfield Racecourse and Monash University. There are currently no publicly provided short or medium stay parking spaces in Glen Eira which are subject to parking fees.

### 5.3 Parking Restriction Assessment

***A parking restriction assessment evaluates the effectiveness, necessity and impact of parking restrictions in each area. It ensures that restrictions align with the broader transportation, economic and environmental goals.***

Council's traffic engineers undertake parking restriction assessments from time to time. The most recent one was completed in February 2025 following a Councillor request in 2024 to better understand the current parking time limits in activity centres and whether increasing time limits could provide any benefits. Council's assessment focussed on Bentleigh, Bentleigh East, Carnegie, Elsternwick and Glen Huntly.

Council conducted surveys for a week in early February 2025 between 5pm and 11pm from Monday to Saturday and between 11am and 2pm on the Sunday. They also conducted surveys of the duration of stays on the Friday and Saturday nights to find out how long cars were staying. Their methodology aimed to reflect a typical week outside holiday periods.

In summary, Carnegie was found to have the highest occupancy rates, at times ranging from 92% to 97% including on midday on Sunday. They also found between 81% and 84% of cars were parked for between one to two hours, whilst longer stays were observed on Sundays. The results for a typical weekday have been included in Section 4.2.2 of this report (Parking Demand Spot Counts).

The study considered whether to extend restrictions to 11pm but concluded that it would likely shift staff parking into nearby residential streets which could cause problems for residents looking for parking after 6pm.

Council looked at neighbouring Councils to see what restrictions they had in place. They looked at Oakleigh and Glen Waverley, Chapel Street and Toorak Road in South Yarra and Camberwell.



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The study recommended some parking restriction changes for Glen Eira to ensure consistency between the centres, and not to extend the restrictions until 11pm. Before any changes to the timed restrictions are implemented, key stakeholders will be consulted, including traders, and further studies will be undertaken during the AFL season to see whether there is increased demand and longer stays during the football season.

## **5.4 Parking Technology**

In recent years parking technology has evolved significantly to improve efficiency, convenience, and to allow for the provision of data collection. While parking technology has been used for many years to manage enforcement, payment systems and collect data, in recent years many parking providers are adopting more advanced parking technologies enabled by apps and licence plate recognition (LPR).

Within an activity centre setting, parking management technology could include:

- In-ground sensors (or Parking Overstay Detection System (PODS)) – facilitates collection of parking occupancy and duration-of-stay data to support parking management activities, as well as support enforcement activities and allow for coordination with wayfinding and real-time information sharing.
- Licence plate recognition (LPR) – cameras that automatically read license plates for logging, enforcement, or payment.
- Parking Guidance Systems – digital signage or app-based systems that guide drivers to available spaces.
- Smart parking meters – digital meters that accept multiple payment methods (card, app, contactless) and often connect to a central system.
- Parking apps – mobile apps for finding and paying for parking.

PODS consists of individual parking bay sensors installed either below ground or above ground which monitor the occupancy of the space. The system relies on vehicles parking over or under the sensor, which is detected by the hardware, sending live information on the availability of each parking space to a receiver. This information can then be communicated to parking users on variable message signage and/or a mobile application, which collates the live occupancy information from a network of sensors.

Smart parking technology, which includes a combination of sensors and signage, provides several benefits to parking management including:

- Improving user experience in finding and using car parking within an activity centre.
- Enhancing the operational efficiency of existing parking supply to increase vehicle turnover.
- Reducing vehicle emissions caused by drivers searching for car parking.
- Maximising the use of existing parking capacity (vacancies) within the study area.
- Collecting real-time parking utilisation and duration data to inform future decision making in regard to parking restrictions and enforcement, such as the introduction of paid parking.
- Improving the level of compliance and reducing the costs of monitoring and enforcement.

Council already utilises licence plate recognition (LPR) technology to recognise licence plates associated with ePermits for residential parking permits and to manage ticketless digital payments for paid parking sessions at Caulfield Station. There are currently no locations where in-ground sensors are installed.



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## 5.5 Paid Parking

**Paid parking has the combined benefit of encouraging people to choose sustainable modes of transport whilst recouping the cost of providing parking and generating revenue from people who choose to drive**

Paid parking can increase turnover, improving driver compliance with timed restrictions (where applicable), and altering driver mode splits away from the private car. This represents an opportunity to maximise the capacity of a fixed parking resource and increase the number of people who access the area.

Austrroads guidance recommends that there must be an established justification of a paid parking proposal so that it is not seen as solely for the purposes of revenue raising. A careful balance needs to be struck between car parking management and revenue generation in the implementation of paid parking systems to ensure the perceived social and political impacts can be managed effectively.

As such, paid parking must therefore be justifiable by one or all of the following:

- Parking Management – improving parking operations
- Transport Demand Management – encouraging travel mode shift
- User Pays System

Typically, the decision to implement paid parking is based on the combination of at least two of the above elements. Careful consideration should be given to proper implementation to ensure that key stakeholders (local residents, commercial visitors, and traders) are not adversely affected by the scheme.

### 5.5.1 Parking Management

#### Turnover

Where existing timed parking restrictions exist, and parking usage is approaching its effective capacity (i.e. occupancy greater than 85%), paid parking can improve turnover. A price on parking can reduce the amount of time the parking bay is occupied and hence allow other users the opportunity to utilise that bay.

It can also be effective in reallocating long-term parking used by commuters and employees, especially where other methods of parking management have failed to have impact, thus improving access to short and medium stay parking. Overall, the objective is to regulate parking space usage and ensure availability.

#### Enforcement

Paid parking has a higher compliance rate and is easier to enforce than simple timed restrictions that require regular and frequent enforcement by officers. In paid parking areas, enforcement is simple and accurate, as the officer must only sight the ticket or meter with a valid time and date.

A 'paid' parking system can also be implemented where drivers are not required to display a physical ticket, where officers can utilise licence plate recognition (LPR) technology to determine the validity of a



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paid parking session. This approach is currently implemented in Caulfield East in conjunction with the 'Pay Stay' model.

Motorists who pay for parking are less likely to overstay given most parking systems operate on a pre-purchase or app system to utilise a parking space for a given period of time and motorists are more likely to purchase only the time they require and avoid overstay. Off-street gated systems provide 100% compliance as exit is not granted without payment. In this case, the variable cost structure sets the expectation of parking duration. New technologies now allow drivers to pay and even top up by phone, further improving compliance.

#### **Allocation**

Where other methods of parking management have not been successful in the allocation of parking to particular user groups, paid parking can be effective in the reallocation of long stay parking from commuters and employees and hence improving access to short and medium stay parking for customers in locations most proximate to their destination.

### **5.5.2 Travel Demand Management**

Paid parking functions as an effective travel demand management tool by recognising that car parking provides an end of trip facility for a private car trip, and therefore placement of a price on car parking can reflect the scarcity of the good (land for parking) and influence a user to select a different mode of travel. When parking comes with a cost, rather than being free or subsidised, it prompts people to consider the convenience of driving against the cost and increases the likelihood of the use of sustainable transport modes like walking, cycling, or public transport. Overall, the objective is to manage and reduce the demand for car travel while encouraging the use of more sustainable and efficient transportation modes.

It is important to consider the integrated transport network when using paid parking as a travel demand management tool, to ensure that users are not disadvantaged by the lack of reliable alternative modes of transport.

#### **Congestion**

As discussed earlier, when parking is at effective capacity, up to 30% of traffic volumes can be attributed to vehicles circulating and looking for an empty parking space. Congestion on our roads creates significant environmental and financial impacts on the community. Where paid parking is introduced appropriately, vehicle volumes can reduce significantly as there are more parking spaces available in convenient locations. Furthermore, where traffic volumes are reduced, there is also the opportunity to re-allocate road space to other uses, including dedicated public transport bicycle lanes, or even wider footpaths. Studies<sup>11</sup> have also shown that traffic congestion can have negative health effects on road users ranging from stress due to longer travel times and respiratory issues due to reduced air quality.

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<sup>11</sup> Such as: Matz, C.J., Egyed, M., Hocking, R. et al. Human health effects of traffic-related air pollution (TRAP): a scoping review protocol. Syst Rev 8, 223 (2019)

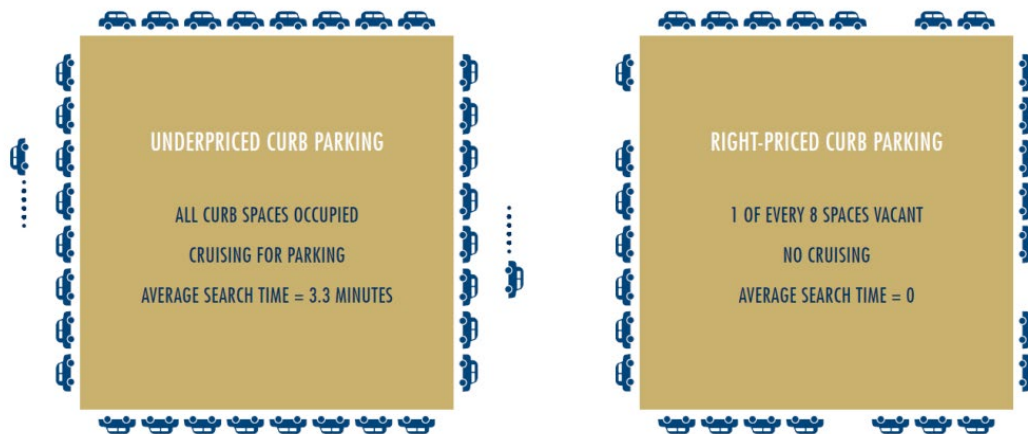


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Figure 5-2: Kerb Parking Diagram<sup>12</sup>

Curb parking prices and cruising



### 5.5.3 User Pays

Implementation of user pays parking involves charging users based on how long they park, with these fees often used for parking facility maintenance and/or urban infrastructure projects. This approach ensures a fairer and more equitable system by making only users of the parking space responsible for the costs, rather than having this cost incurred by non-car users too.

The lifecycle cost of infrastructure can be funded through direct charges from the beneficiaries or from local governments. When an infrastructure investment is expected to generate public benefits to the wider community, or when it is difficult to distinguish between users and non-users, a mix of user pays and LGA-funding can be applied to fund the provision of the infrastructure. This approach has been commonly seen in land transport infrastructure.

#### Application of 'User Pays' to Car Parking

The provision of car parks involves some form of upfront construction cost as well as operating and maintenance costs. People who use the parking facilities benefit from being able to access their destinations more easily and quickly. The introduction of user charges can also improve the efficiency of the parking facilities. By imposing a correct pricing signal to users, parking turnovers can be increased which means more users can find a parking space at the right time and at the right place.

#### Co-Benefits of 'User Pays'

While a user pays concept is justifiable for car parking facilities, local government funding may be warranted as car parks can also generate benefits to the public in addition to the direct users. For example, the funds raised can be used to directly improve the activity centres through placemaking projects or improve access to other transport modes.

<sup>12</sup> Shoup, Cruising for Parking, 2007





**Glen Eira Activity Centre Parking Management Strategy**  
 5 The Parking Management Task

### 5.5.4 Mechanisms to Support User Pays Parking

**There are a number of supporting mechanisms that need to be considered in order to successfully implement user pays parking**

The implementation of user pays parking within activity centres makes up only one part of the complex parking system. To fully support its implementation, consideration must be given to other mechanisms that can mitigate the potential impacts of user pays parking. The impacts of user pays parking must be considered at a holistic level and across multiple activity centres.

*Table 5-1: Supporting Mechanism Options*

Category	Mechanisms
Parking Controls	<ul style="list-style-type: none"> <li>Residential Parking Restrictions (and potential exemption or reduction of fees)</li> <li>First period free (e.g. 2 hours)</li> <li>Time-of-day/week considerations</li> <li>Kiss-and-ride</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Pay-by-phone</li> <li>Ticketless parking</li> <li>Parking wayfinding</li> <li>Parking locator apps</li> <li>Parking overstay detection system</li> </ul>
Integration	<ul style="list-style-type: none"> <li>Variable pricing</li> <li>User experience</li> <li>Integrated technologies</li> <li>Holistic approach</li> </ul>
Amenities	<ul style="list-style-type: none"> <li>Reinvest surplus funds into improving community infrastructure</li> <li>Invest in safety and security improvements</li> <li>Using user pays parking revenue as a funding source for consolidated and renewed parking facilities</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>Explain the parking management story to the community</li> <li>Explain the community benefits for using user pays parking</li> <li>The initial impacts will be resolved over time</li> <li>Consider the needs of all road users</li> </ul>
Active and public transport	<ul style="list-style-type: none"> <li>User pays parking can empower the transition towards active transport modes</li> <li>Improved accessibility to active and public transport modes</li> </ul>



**Glen Eira Activity Centre Parking Management Strategy**  
6 A Rationale for Parking Management Change

## **6 A Rationale for Parking Management Change**

This report highlights that Glen Eira's population will grow, and this growth will bring more cars with a corresponding demand for public car parking. It is also clear from the initial investigations at key activity centres that public parking facilities are nearing capacity which will result in further congestion as vehicles circulate trying to find available parking, impacting the experience of those visiting activity centres. These characteristics collectively point to the need for a suitable parking management approach for the activity centres.

Extensive parking restrictions are currently in place across Glen Eira activity centres. In the context of the parking management tools and the graduated application process discussed above, a move toward the further use of technology and user pays parking would represent the likely next steps in advancing the management of parking across key activity centres.

Council's Parking Policy envisages user pays parking as one approach to managing parking. It states that managing parking is an integral part of this broader transport plan and the policy base encourages mode shift towards public and active transport modes and optimisation of parking in activity centres. The introduction of additional user pays parking presents a viable option that will assist council in achieving these objectives.

An equitable approach to user pays parking would involve introduction of additional user pays parking at all major activity centres within Glen Eira. This approach would limit the potential for trip relocation to avoid paying for parking and eliminate the risk of unequal treatment across the Council's major activity centres, ensuring that all activity centres are faced with the same conditions. However, consideration to the three justifications of user pays parking (travel demand management, parking management, and user pays) should be given when assessing which activity centres within the municipality could be suitable.

Important factors to consider include existing parking occupancy, future parking demands and transport mode accessibility. Justification for implementation of user pays parking is highest in activity centres where parking occupancy rates regularly exceed 70% (as per Austroads guidance) and suitable and reliable public and active transport options are available. Austroads guidance also suggests that user pays parking could be considered where insufficient turnover is resulting in poor compliance and where there are insufficient parking facilities within reasonable walking distance of high short-term parking trip generators.

One of the key inputs to establishing the rationale for activity centres in Glen Eira is existing parking demand and duration-of-stay information. As noted in Section 4, the centres of Bentleigh, Carnegie and Elsternwick were selected as being feasible for further investigation from a parking management perspective due to their observed high peak parking demands. Glenhuntly was the other major activity centre where parking demands were reviewed but were found to be typically below 60% across a number of observed periods and therefore unlikely to be feasible from a parking management perspective.

Glen Eira's transport precincts breakdown serve as an indication for transport access and have been considered as part of the activity centre review process for all seven activity centres. The centres of Bentleigh, Carnegie and Elsternwick all have multiple public transport options available for visitors, with Elsternwick located within a tram and train precinct, Bentleigh within the train precinct and Carnegie



### Glen Eira Activity Centre Parking Management Strategy

#### 6 A Rationale for Parking Management Change

located at the boundary of a train and tram and train precinct. Each of these precincts are also located on the bus network and are accessible by bus.

Of the remaining three major activity centres:

- Glenhuntly has a high level of public transport accessibility, being located within a tram and train precinct, but has relatively low parking demands compared to the other centres.
- Moorabbin Junction is located within a train precinct but has not been considered as part of this study due to its location on the LGA boundaries to Kingston and Bayside.
- Whilst Caulfield has a high level of accessibility, being located within the tram and train precinct, it has not been considered as part of this study since paid parking already exists within the activity centre.

Table 6-1 provides a summary of the assessment for the three shortlisted activity centres against the three user pays parking rationales.

*Table 6-1: Application of User Pays Parking Principles to Three Major Activity Centres*

Major Activity Centre	Indicative Additional Retail and Commercial Parking Requirements [1]	Parking Management Rationale	Travel Demand Management Rationale	User Pays Rationale
Bentleigh	682 new spaces	Peak occupancy of parking spaces approximately 74% during peak periods. Expected highest future land use and parking growth.	Alternate access to precinct available by public and active transport. Located in 'train precinct'.	Car parking is currently free – users do not directly contribute to the cost of provision, maintenance and enforcement.
Carnegie	562 new spaces	Peak occupancy of parking spaces approximately 86% during peak periods, and up to 97% on Friday and Saturday evenings.	Alternate access to precinct available by public and active transport. Located in 'train precinct' and boundary of 'train and tram precinct' shows additional access to activity centre via tram.	Car parking is currently free – users do not directly contribute to the cost of provision, maintenance and enforcement.
Elsternwick	396 new spaces	Peak occupancy of parking spaces approximately 89% during peak periods, and more than 90% on Friday and Saturday evenings.	Alternate access to precinct available by public and active transport. Located in 'train and tram precinct'.	Car parking is currently free – users do not directly contribute to the cost of provision, maintenance and enforcement.

[1] Refer Table 4-4.

Legend:

Green	meets rationale
Orange	partially meets rationale
Red	does not meet rationale



**Glen Eira Activity Centre Parking Management Strategy**  
6 A Rationale for Parking Management Change

The results presented in this comparison table show that Elsternwick and Carnegie could be a candidate for user pays parking implementation given it meets the criteria for all three rationales of user pays parking implementation. Carnegie also benefits from being located adjacent to the Djerring Shared Use Path Trail, which enhances its accessibility by active transport modes by linking Carnegie with neighbourhoods to the southeast. Bentleigh has the lowest existing rates of car parking occupancy of the three activity centres, resulting in it partially meeting the parking management rationale. However, it also has the highest predicted future increases to parking demands and as a result could be reasonably expected in the future to meet the rationale.



**Glen Eira Activity Centre Parking Management Strategy**  
7 Recommendations for Parking Management in Glen Eira

## **7 Recommendations for Parking Management in Glen Eira**

### **7.1 Overview**

Given the anticipated population growth in Glen Eira and the fact that Council car parks in Carnegie and Elsternwick are already operating beyond effective capacity in the evenings, a move toward the further use of technology and user pays parking would represent the likely next steps in advancing the management of parking across major activity centres. The previous section also identified that Bentleigh, Carnegie and Elsternwick could be considered for additional parking management methods based on the rationales of parking management, travel demand and user pays.

There are three key recommendations that form the basis for change in these centres. Recommendation 1 refers to the existing ongoing activities that Council is currently undertaking related to reviews and monitoring. Recommendation 2 relates to the installation of parking sensors to collect parking occupancy and duration-of-stay data to support parking management activities, as well as support enforcement activities and allow for coordination with wayfinding and real-time information sharing. Recommendation 3 relates to the introduction of user pays parking.

Options within each of these recommendations have been provided for consideration, offering a range of benefits, impacts and limitations.

### **7.2 Recommendation 1 – Reviews and Monitoring**

There are a number of activities that Council is already undertaking that relate to the review and monitoring of parking management practices. Section 5.3 of this report outlines a recent parking restriction assessment undertaken by Council that looked at parking restrictions and management techniques in the activity centres. This and future assessments will ensure that the parking restrictions will continue to meet the needs of Council and the community. These practices also will identify any emerging issues and inform the need for specific changes.

Future reviews and monitoring need to:

- Ensure all parking restrictions comply with the relevant Australian Standard AS 1742.11:2016 Manual of Uniform Traffic Control Devices - Parking Controls - Victoria
- Ensure time restrictions remain appropriate.
- Determine if weekend restrictions need to align with Monday to Friday restrictions.



**Glen Eira Activity Centre Parking Management Strategy**  
7 Recommendations for Parking Management in Glen Eira

## **7.3 Recommendation 2 – Parking Sensors**

### **7.3.1 Parking Sensors Option 1**

#### **In-ground sensors installed on-street and in carparks with high occupancy**

Parking Sensors Option 1: In-ground sensors in all on-street spaces and in off-street areas with an occupancy rate above 80%.

**Benefits:**

- It provides an activity-centre wide level of implementation that targets optimising the use of all high-demand spaces.
- Likely to be well received by the community due to the improved user experience and assistance in navigating to an available parking space.
- Parking utilisation and duration data collected as part of this option could be used to inform future decision making in regard to parking restrictions, enforcement and additional management measures such as the introduction of user pays parking.

**Risks:**

- There may be some concerns that the extra monitoring and increase in enforcement could increase the chance of receiving an overstay infringement.

### **7.3.2 Parking Sensors Option 2**

#### **In-ground sensors installed on-street only**

Parking Sensors Option 2: Installation of in-ground sensors in all on-street spaces only. It is targeted at the high-demand and high-turnover parking spaces on the main street. This option may encourage drivers to seek longer stay parking in off-street car parking areas.

**Benefits:**

- As for Option 1, this option is also likely to be well received by the community and traders because it could make it easier to find a car park and provide more efficient turnover of high demand car spaces.

**Risks:**

- Has limited ability to encourage drivers to consider a mode change.



**Glen Eira Activity Centre Parking Management Strategy**  
7 Recommendations for Parking Management in Glen Eira

## **7.4 Recommendation 3 – User Pays Parking**

User pays parking options are provided on the basis that one of the two parking sensor options would already be in place. It is recommended that in ground parking sensors are installed outside of the allocated user pays parking spaces.

This would facilitate collection of parking occupancy and duration-of-stay data to support parking management activities, as well as support the monitoring of time restricted car spaces and allow for coordination with wayfinding and real-time information sharing. This data can also be used to support parking management decision making and any future augmentations of user pays parking.

### **7.4.1 User Pays Parking Option 1**

#### **User pays parking for all on and off-street parking areas (short- and long-stay) in Elsternwick, Bentleigh and Carnegie**

User Pays Parking Option 1 presents a best practice approach to demand management and parking management, which would be for user pays parking to apply across all on and off-street parking areas in all three candidate locations and to both short and long stay visitors. From a policy perspective, this reiterates that the public space used by all types of parking spaces in an activity centre is valued highly and encourages users of all types to be considerate of their mode of travel to a centre.

This has the greatest potential for mode change, as it requires drivers to compare the cost of parking against the cost of alternative travel modes.

The highest value spaces are those located most proximate to the commercial land uses, predominantly those located along the main street. As such, pricing structures in this scenario would be set with a higher fee applying to on-street parking to reflect:

1. the premium nature of these spaces in respect of location and proximity to destinations
2. the desire for these spaces to turn over more frequently to enable access to this parking by more people
3. the desire to push to more users to off-street car parks to reduce circulation of drivers searching for parking contributing to road network congestion and emissions.

In creating greater turnover of spaces it also enhances availability of parking and creates potential opportunities for some spaces to be removed in the future to support 'place' and sustainable transport outcomes.

It provides an income stream that would pay for improvements to activity centres. These works would provide upgraded footpaths, new street furniture, tree planting, make the activity centres more attractive and encourage more people to visit.

One disadvantage of this approach is that it may discourage short-stay customer visits to a centre and could lead them to seek alternative retail locations where user pays parking does not exist. This may be the more difficult approach for the community to accept, particularly for traders who may be concerned that they would lose customers and that user pays parking would have a negative impact on their businesses.



**Glen Eira Activity Centre Parking Management Strategy**  
7 Recommendations for Parking Management in Glen Eira

### **7.4.2 User Pays Parking Option 2**

#### **User pays parking for on-street spaces only in Elsternwick, Bentleigh and Carnegie**

User pays Parking Option 2 is for user pays parking to apply to on-street spaces only, in all three candidate locations. From a policy perspective, this would introduce a charge for the highest value spaces, which reiterates that the public space used by on-street parking spaces in an activity centre is valued highly and encourages users of all types to be considerate of their mode of travel to a centre.

Similar to Option 1, it enhances availability of parking and creates potential opportunities for some spaces to be removed in the future to support 'place' and sustainable transport outcomes. Also, the income stream would pay for improvements to activity centres

An advantage of this option over Option 1 is that if visitors to a centre want to avoid the parking charges, they can still seek fee-free parking in the off-street parking areas.

### **7.4.3 User Pays Parking Option 3**

#### **User pays parking for all car parks with occupancy rate higher than 80% (off-street only) in Elsternwick, Bentleigh and Carnegie**

User pays Parking Option 3 is for user pays parking to apply to all off-street car parks with a peak occupancy rate higher than 80%. All on-street parking would remain free of charge, including 1P and 2P time-restricted spaces. The fee structure would be consistent for all restriction types within the off-street parking spaces. This benefits short-stay customers and reflects the greater difficulty and less attractiveness in changing mode for very short stay trips. Instead, it applies a charge to the longer parking stays where a change to another travel mode would be considered a feasible alternative.

From a policy perspective, there is some contradiction in applying a fee to the less valuable parking spaces. In the best practice approach, it is acknowledged that the higher value spaces are those that are located closest to a destination, which in the case of the activity centres is on the main street. However, in the option where charges only apply to off-street car parks, the highest value spaces attract no charge.

There are some operational issues associated with this approach, including that it would likely increase the level of vehicle circulation within a centre from searching for conveniently located and free-of-charge parking spaces, to avoid charges for spaces on the side-streets and off-street parking areas. However, this option would be likely to be looked upon more favourably by traders, who can be reassured that the spaces on the frontages of their businesses remain free of charge and would be less of a deterrent for their customers.

### **7.4.4 User Pays Parking Option 4**

#### **User pays parking for all car parks with occupancy rate higher than 80% (off-street only) in Elsternwick and Carnegie**

User pays Parking Option 4 is the same as Option 3 but excludes the Bentleigh activity centre. This acknowledges that recorded peak parking occupancies in Bentleigh are the lowest of the three activity





### **Glen Eira Activity Centre Parking Management Strategy** 7 Recommendations for Parking Management in Glen Eira

centres, resulting in it partially meeting the parking management rationale. In addition, less than half of the parking spaces meet the 80% occupancy threshold.

Like User pays Parking Option 3, there is a contradiction in that the most valuable spaces do not attract a fee for their use, and on-street vehicle circulation would likely increase from drivers looking to avoid the off-street parking fees. It does however continue to recognise that longer stay customers and staff have a greater ability to change travel mode given the longer duration of their stay.

From a customer and trader perspective, this is likely to be an acceptable option due to parking remaining free of charge on the retail frontages.

#### **7.4.5 User Pays Parking Option 5**

##### **User pays parking for a single off-street car park with an occupancy rate higher than 80% in Elsternwick and Carnegie**

User pays Parking Option 5 focuses on introducing user pays parking in just one off-street car park in Elsternwick and Carnegie, where parking occupancy is higher than 80%. This would represent a small percentage of the total activity centre parking supply, with the bulk of the parking spaces to continue to be free of charge.

This option would likely act as a first step into activity centre user pays parking, with the aim of rolling out further user pays parking in other locations after an initial period of monitoring and review.

The benefits and limitations of this option are like User Pays Parking Option 4, including from a policy and operational perspective, but with fewer spaces being subject to a fee.

In Elsternwick and Carnegie, demands across all off-street car parks are high and there are limited available vacancies. As such, there are fewer opportunities for drivers to park in other locations to avoid the parking fees.

Whilst this option will retain a large number of fee-free parking spaces, it doesn't reflect the financial and environmental costs of providing car parking.



**Glen Eira Activity Centre Parking Management Strategy**  
8 Application of User Pays Parking to Glen Eira

## **8 Application of User Pays Parking to Glen Eira**

The previous sections outlined options for the introduction of user pays parking in the major activity centres and concluded that Bentleigh, Carnegie and Elsternwick could be considered for implementation based on the rationales of parking management, travel demand and user pays.

While each centre has its own unique characteristics from a policy perspective, application of user pays parking would be assumed to be the same across the three centres. A consistent approach to the type of parking to which user pays parking would apply, as well as factors such as timing, days of operation, fee structure and payment methods, will improve the user experience and general understanding of the system.

The Gender Impact Assessment undertaken for this strategy recommends there be no charge for disabled and empathetic parking (e.g. seniors, parents with prams).

### **8.1 Temporal Application of User Pays Parking**

User pays parking would be expected to apply during the same times that timed restrictions are currently in operation. This is typically between 8:00am and 6:00pm on a weekday and between 8:00am and 12:00pm on a Saturday. User pays parking would apply all year round.

As part of a separate study, and as discussed previously, Carnegie and Elsternwick have strong nighttime economies and are currently operating near or at capacity during the evenings. Whilst the extension of timed restrictions into the evenings is still being reviewed by Council, it would be appropriate to consider the extension of user pays parking into the evenings and on weekends past the current timed restriction as a measure to manage high demand for parking. As such, it has been assumed that a user pays parking scheme in Carnegie and Elsternwick would operate from 8:00am to 8:00pm on all days of the week.

### **8.2 User Pays Parking Fee Structure**

The price set for user pays parking will influence (amongst other influences) whether people choose to park at an activity centre. If other nearby centres also charge for parking, then visitors are less likely to avoid the centre to avoid paying for parking. Surrounding price structures will therefore influence on how much Council should charge for parking and may not necessarily reflect the true value of parking or the price required to bring about mode shift.

Parking prices should also be determined in accordance with supply and demand principles and not influenced by the level of income or expenditure required to meet budgetary requirements.

Council already operates user pays parking within Caulfield in the vicinity of the racecourse and the university. The parking is not time-restricted, but is subject to payment between 8:00am and 6:00pm, Monday to Friday. Current payment rates for this parking is a minimum of 2 hours at \$3.40 followed by \$1.70 per hour up to a maximum daily rate of \$14.00.

A review of surrounding and similar Councils indicates that there are some other Councils also charging for parking. Table 8-2 has been prepared to show the current fees in these areas, including on- and off-street locations.



**Glen Eira Activity Centre Parking Management Strategy**  
8 Application of User Pays Parking to Glen Eira

*Table 8-1: Paid Parking Fee Structures and Locations in Nearby LGAs*

LGA	Paid Parking	Comment
Bayside	19 foreshore parking areas	Residents exempt from paying
	On-street bays on Beach Road	Price is \$6.50 per hour, \$15.20 for 4 hours, \$19.50 all day
Port Phillip	6,000 on-street bays and 1,100 off-street bays.	Price starting from \$2.50 per hour, on-street typically around \$4.70 per hour and up to \$17.50 for all-day off-street parking
Stonnington	Charges for parking at a number of council-owned multi-deck and street level, open air car parks throughout the LGA	Multi-deck parking price starts from \$3.60 for first hour, \$16 maximum daily rate. Paid hours mostly 24 hours.  Street level, open air parking price ranges from \$1-\$2.30 per hour. Paid hours mostly from 9am-6pm.
	No paid on-street car parking	Stonnington is currently working on a Parking Action Plan that is seeking to implement paid parking for on-street parking.
Kingston	Some paid off-street parking – 5,580 bays	Price is \$5 per hour or \$17 for all day parking.
	Trader Parking Permit Schemes implemented in Chelsea, Cheltenham and Mordialloc shopping precincts	The terms of the scheme are outlined in the Trader Parking Permit Scheme Conditions, including eligibility and fees.
	No paid on-street car parking	
Monash	No paid parking on public land	
Yarra	Paid on-street parking in the following major activity centres: Smith St (Collingwood/Fitzroy) and Brunswick St (Fitzroy). One hour free, followed by paid parking in Swan St (Richmond), Bridge Rd (Richmond), and Victoria St (Richmond) major activity centres, Paid on-street parking in one neighbourhood activity centre: Gertrude St (Fitzroy).	Paid parking is typically priced between \$2.70 and \$5.40 per hour across both short-(i.e. 1P and 2P) and long-term parking.
Boroondara	Paid on-street parking in Camberwell Junction major activity centre – largest in LGA	Price for on-street parking is \$3.50 per hour. In some off-street car parks price is \$7 per day.
Maribyrnong	Paid off-street parking in Raleigh Street car park in Footscray Activity Centre	Price is \$2.30 per hour, or \$9.60 all day, from 8am-6pm Monday to Friday.
		Justification used: "Due to high levels of occupancy, parking meters are being introduced to increase parking turnover. This will make more spaces available for customers to visit our traders and services throughout the day." <sup>13</sup>  Mayor Lam quote: "We've kept the cost of tickets as low as possible with revenue being used to support the delivery of key services and infrastructure our community is asking us to deliver – including improved roads and footpaths". <sup>14</sup>

<sup>13</sup> <https://www.maribyrnong.vic.gov.au/Residents/Transport-Parking-and-Road-Safety/Parking-Management-Policy-2017>

<sup>14</sup> <https://www.maribyrnong.vic.gov.au/News/Paid-parking-introduction-to-support-growing-demand-for-parking>



**Glen Eira Activity Centre Parking Management Strategy****8 Application of User Pays Parking to Glen Eira**

Having regard to pricing structures of the surrounds the following fee structure could be adopted for the 'best practice approach' scenario discussed above:

- On-Street Parking – \$3.50 per hour
- Off-Street Parking – \$2.50 per hour with a maximum daily fee of \$12.50 (therefore maxing out at 5 hours)

This fee structure reflects the premium nature of on-street parking being the most convenient parking where the highest turnover is sought. The reduced off-street fee seeks to encourage the use of off-street parking ahead of on-street parking to reduce circulating traffic and congestion.

It is recognised that this fee structure is higher than that adopted within Caulfield currently however is reflective of the shorter stay nature of parking within these centres compared with Caulfield.

**8.3 User Pays Parking Payment Infrastructure**

There are a number of ways in which a user pays parking system can be operated.

- Pay-and-Display
- Pay-by-Space
- Pay-by-Plate
- Pay-by-Phone
- Access Control

Each of these are further described within Table 8-2.

*Table 8-2: Payment Infrastructure Options*

Method	Explanation
Pay-and-Display	Motorists purchase a ticket from a machine and place on their dashboard. There is no requirement for parking to be formalised.
Pay-by-Space	Motorists pay at a parking meter, selecting the space they have parked in. All spaces must be line marked and allocated to a particular meter.
Pay-by-Plate	Motorists enter their number plate at a pay station. Automatic number plate recognition is required to properly enforce.
Pay-by-Phone	Motorists purchase parking time through a phone based user interface. Users insert their number plate to validate their stay and can top-up remotely.
Access Control	Boom gate (or gateless parking controlled by video recognition) access to off-street car parks. Ensures 100% compliance but would require in some instances significant capital costs. Likely to create queuing problems where abutting roads in high demand scenarios.

Currently parking payments for Caulfield are facilitated by a pay-by-phone system – PayStay phone app – as well as physical ticket machines. It is recommended that a similar pay-by-phone system be implemented as part of an expansion of user pays parking within Glen Eira.

It is also recommended that a secondary physical payment method be provided in the form of a physical ticket machine which caters for drivers that may not own a mobile phone. It can also provide an additional visual cue to drivers that payment is required. This would be of benefit in the retail activity centres where a greater mix of visitor groups will exist compared with Caulfield where the user pays



## **Glen Eira Activity Centre Parking Management Strategy**

### **8 Application of User Pays Parking to Glen Eira**

parking is primarily targeted at regular users (university students and commuters). If preferred, the secondary provision could be limited to off-street car parks, adopting a Pay-by-Plate or Pay-and-Display type of system.

## **8.4 Supporting User Pays Parking Management Mechanisms**

As discussed in Section 5.5.4, consideration must be given to other mechanisms which can support and mitigate the potential impacts of user pays parking. Below are details of the supporting mechanisms which are considered appropriate to support user pays parking implementation in Glen Eira.

### **8.4.1 Managing Parking Overspill**

Implementing user pays parking in the activity centres could result in some parking overspill into adjacent streets by visitors seeking free parking.

A time-controlled parking 'buffer zone' already exists in some of the residential streets around the activity centres of Bentleigh, Carnegie and Elsternwick, which provides some protection against customer and trader long term parking. This is typically provided as time-controlled parking spaces with a 2P restriction on one side of the street only, with the other side remaining as unrestricted. Residents living adjacent to these restrictions are required to comply.

Council should monitor and review parking demands in surrounding residential streets and consider expansion of the time-controlled buffer zone if warranted. This would consist of regular observations in the surrounding residential streets on how far the parking demands extend into the residential area, as well as monitoring any parking-related resident complaints for properties located in close proximity to the activity centres.

In order to protect parking for local residents, such as where both sides of a street are required to have time restrictions in place and where off-street parking is not available, Council may need to consider the introduction of a resident permit scheme which would exempt eligible residents from any new on-street timed-restrictions within the street of their property.

### **8.4.2 Enforcement**

Enforcement is important to ensure a parking system operates as designed. In general terms, without effective enforcement, drivers will become aware of the low probability of consequences and not seek to adhere to the system. Ensuring that driver compliance is maintained helps to improve the safety of pedestrians and cyclists, encourage equitable use of spaces, create turnover of high demand spaces and reduce vehicle circulation. This in turn supports local business by allowing more customers to access businesses more easily.

Council Parking Policy states that the aim of parking enforcement is to:

- *Enhance safety of pedestrians and drivers*
- *Ensure the equitable use of limited parking spaces*
- *Ensure effective travel flow.*



### **Glen Eira Activity Centre Parking Management Strategy**

#### **8 Application of User Pays Parking to Glen Eira**

Regular compliance activities can assist in identifying areas with repeated compliance issues where it may be necessary to review the appropriateness of existing controls. It can also be used as a parking management tool when demands in an area are high and an increased level of parking control is being considered.

Technology, particularly in high turnover areas, can be used to support this process by improving the level of compliance and reducing the costs of monitoring. Technology can improve the efficiency of compliance activities where the method of 'tyre-chalking' is easily evaded, whilst also making the task less labour intensive. Technologies that can be used to improve the level of compliance and reduce the costs of monitoring and enforcement include:

- **Parking Sensors**

Parking sensors installed as part of Smart Parking initiatives can record the length of time a vehicle has occupied a space and trigger an alert to the parking officers once they have stayed beyond the allowable time.

- **Handheld Devices**

These assist enforcement officers to monitor vehicle parking compliance with the regulations and restrictions in each bay. They can be used to issue and print an infringement (with accurate location information), take a picture of an offending vehicle, record a conversation with a driver and check back to base data for a vehicle's history of offences. Council officers currently use a handheld device system called PinForce.

- **Mobile Camera Only Systems**

These vehicle-mounted cameras record vehicle registration numbers of parked cars, also known as License Plate Recognition (LPR) or automatic number plate recognition. Occupancy data is collected to record parking turnover and to pass on information about violators to parking officers. The occupancy data can also be relayed to web interfaces and smartphone applications for end users to access.

- **Fixed Camera Systems**

In addition to security purposes, fixed CCTV cameras can be used to monitor the illegal use of restricted areas such as bus lanes and loading zones. These same cameras can also detect the occupation and duration of stay of individual spaces in a defined area and with the use of LPR can identify overstay activity.

The benefits of using these systems specifically to enforce parking restrictions include:

- Aid with monitoring the parking activity of areas to determine effective patrols where non-compliance most impacts turn-over rates and availability.
- Provide for efficiency of patrols allowing more time for officers to patrol other areas and respond to customer requests.
- Reduce infringement disputes for over-stay offences based on the quality of the data.
- Reduce OH&S hazards for officers associated with traditional patrols and mark-up of vehicles.

Enforcement as it relates to the activity centres and the user pays parking system will exist in the following forms:

- Enforcement relating to drivers who have not paid for parking
- Enforcement of drivers who have overstayed the posted time period.



### **Glen Eira Activity Centre Parking Management Strategy** 8 Application of User Pays Parking to Glen Eira

As this relates to current enforcement practices, existing enforcement relates solely to drivers overstaying posted time restrictions. A level of overstay may no longer occur with increased monitoring capacity via the presence of user pays parking, however this may be offset by the enforcement of drivers who have not paid for parking.

It is noted that while non-compliance of drivers and the ability to issue infringements is a reality of most parking systems to improve parking efficiency, compliance will likely improve over time which would result in a reduction in total enforcement-related revenue.

### **8.4.3 Community and Stakeholder Engagement**

It is important to involve the community when looking to implement changes such as the introduction of user pays parking. Whilst the idea of user pays parking may initially have a negative connotation, the right engagement approach can inform and educate to communicate the benefits of such a scheme. It is also important to bring Councillors on a journey to ensure they have the right information on the potential impacts of any changes so that they can make an informed decision.

A community and engagement plan should be prepared to set out the required activities and associated key stakeholders for the agreed activities. Activities could include:

- In-person workshops – external (business owners, associations, community groups) and internal (council staff, Councillor briefings)
- Pop-up stands within the activity centres – one-on-one conversations, information sharing
- Social media posts – polls, promotion
- Online platform via Council website – platform for community to share issues and opportunities, mapping tools could be used
- Information shared through rates notices and newspapers
- Hard copy materials that could be shared by businesses to their customers.

Activities should look to target a wide range of stakeholders, including:

- Residents
- Ratepayers
- Local businesses
- Community groups
- Committees of management
- Customers.

A key part of the engagement would be to create awareness in the community about the potential changes and to share information on the benefits and impacts of the introduction of user pays parking.

Engagement should occur at the beginning of the implementation process, prior to the selection of a preferred scheme. It is best to bring proposals to the community that provide enough detail for them to be able to provide comment on but not so far developed that it appears that a decision has already been made without their input. A selection of possible options could be provided, each with a level of flexibility remaining that allows community input to be incorporated.



**Glen Eira Activity Centre Parking Management Strategy**  
9 Financial Considerations

## 9 Financial Considerations

### 9.1 Overview

Stantec has undertaken financial modelling to gain a high-level understanding of the revenue and cost implications of the implementation of user pays parking.

A bespoke financial model has been developed which considers parking revenue along two dimensions:

- Parking operations
- Enforcement operations

Each of these dimensions generates its own revenue stream and can be measured independently in terms of operational performance.

There are several variables that influence the parking and enforcement dimensions of a parking system in terms of financial and operational performance. Some variables are unique to one of the dimensions, while others are common to both. These variables are identified in the following.

#### Space Characteristics

- Regulated Hours (Per Day)
- Regulated Days (Per Week)
- Regulated Weeks (Per Year)
- Parking Restriction (e.g., 1P, 2P, etc.)

#### Driver Characteristics

- Occupancy
- Driver Fee Compliance
- Duration of Stay
- Driver Time Compliance
- Resident Exemption Adjustment
- Proportion Daily Rate Payers

#### Enforcement Characteristics

- Infringement Issuing Rate
- Infringement Payment Rate

#### Fee Structure

- Parking Tariff Rate (Per Hour)
- Parking Tariff Rate (Daily Cap)
- Infringement Value
- Resident Permit Fee

#### Technology Characteristics

- Meter Uptime

Costs relating to Council staff resourcing, service provider costs, infrastructure set up costs and recurring and maintenance costs are included in the model.





## Glen Eira Activity Centre Parking Management Strategy

### 9 Financial Considerations

The values for variables contained within the parking system model are established through either policy settings, as may be determined by the parking administrator from time to time, or through operational characteristics that reflect various motorist and staff behaviours, as well as technology performance.

Within the range of underlying variables, some are more amenable to modification than others.

Variables driven by public policy, such as the Parking Tariff or Regulated Hours, can be influenced directly by parking administrators within the ambit of their responsibilities. Others, such as Occupancy or Compliance, are less able to be directly influenced by parking administrators.

Understanding the relative sensitivities of these variables to the financial and operational performance of a user pays parking system, therefore, provides a blueprint for prioritising and approaching planning or change management initiatives that are both feasible and likely to deliver the best results.

## 9.2 Base Financial Model

A base financial model has been developed to reflect what could be considered a 'probable outcome' of the future expansion of user pays parking and is described in the following. This base financial model reflects User Pays Parking Option 1 described in Section 7.4.1.

### 9.2.1 Spatial Extents

The base financial model assumes an application across three activity centres Bentleigh, Elsternwick and Carnegie. This includes off-street parking areas managed by Council and on-street parking serving the centres (having a commercial frontage).

The total number of car parking spaces within each location has been informed by an estimated mapping process undertaken by Council and provided to Stantec for the purposes of this assessment, as summarised in Table 9-1.

Table 9-1: Spatial Extent of Parking

Centre	On-Street Main Road	On-Street Minor Road	Off-Street
Bentleigh	125	0	881
Carnegie	77	46	281
Elsternwick	133	171	353
<b>Total</b>	<b>335</b>	<b>217</b>	<b>1515</b>

For the purposes of informing the base model, it has been assumed that user pays parking would be implemented across each centre in Year 1.

### 9.2.2 Operating Characteristics

Input values and assumptions relating to each of the operating characteristics along with cost elements are defined in Appendix B.



**Glen Eira Activity Centre Parking Management Strategy**  
9 Financial Considerations

### **9.2.3 Payment Structure**

A payment structure, has been adopted for modelling purposes as follows as discussed earlier in this report:

- On-Street - \$3.50 per hour.
- Off-Street - \$2.50 per hour with a daily cap of \$12.50.

### **9.2.4 Model Outcomes**

The financial modelling is summarised with the tables and figures below identifying estimations of:

- Yearly revenue (parking fee and parking infringement)
- Yearly costs
- Net parking revenue
- Net cumulative revenue over the first five years of operation
- Expected payback period.

Further financial modelling details are shown in Appendix B.

The model indicates an initial set-up cost occurring prior to the generation of any parking revenue. This is reflective of the resourcing and infrastructure costs required to develop and implement the system. The model accounts for a basic interest cost associated with 'borrowing' to fund these initial project phases prior to revenue being generated. In Year 1, revenue generation begins with the activation of the parking areas. Net revenue stabilises in Years 4 and 5 with the set-up costs having been established and provides a reasonable estimation of the level of net revenue that could be anticipated in future years.

The base model identifies a net cumulative profit after year 5 in the order of \$52,300,000 with an expectation of growth in the order of \$11,100,000 per year thereafter.

While recognising the initial set-up costs, it is estimated that the system would be paid back (through revenue generation) mid-way through the first year of operation (assuming that revenue to that point is invested in paying back the system). A longer payback period could be expected should Council choose to invest a portion of the revenue generated during year 1 immediately into the upgrading of parking facilities. On balance, such an approach may be reasonable to demonstrate some of the benefits of the system back to the community, however, would be dependent on Council's repayment preferences.

Infringement revenue could also be reduced in Years 1 and 2 if Council decides to take a slightly softer approach to enforcement during the initial roll out of the program (i.e. a greater issuing of warning notices rather than infringement notices). This would however be dependent upon Council's enforcement preferences and as such has not been reflected in the modelling at this time.



**Glen Eira Activity Centre Parking Management Strategy**  
9 Financial Considerations

*Table 9-2: Revenue Summary – Base Case*

	Year 0 (,000)	Year 1 (,000)	Year 2 (,000)	Year 3 (,000)	Year 4 (,000)	Year 5 (,000)
Net Total Fee Revenue (excl GST)		\$7,900	\$7,900	\$7,900	\$7,900	\$7,900
Net Total Infringement Revenue		\$2,200	\$2,200	\$2,200	\$2,200	\$2,200
<b>Net Total Revenue (excl GST)</b>	<b>\$0</b>	<b>\$10,100</b>	<b>\$10,100</b>	<b>\$10,100</b>	<b>\$10,100</b>	<b>\$10,100</b>

*Table 9-3: Cost Summary – Base Case*

	Year 0 (,000)	Year 1 (,000)	Year 2 (,000)	Year 3 (,000)	Year 4 (,000)	Year 5 (,000)
Staffing Requirement	\$400	\$600	\$600	\$200	\$200	\$200
Recurring Operating Costs	\$700	\$500	\$400	\$500	\$300	\$300
Infrastructure		\$700				
Interest Incurred from Borrowing	\$100					
<b>Total Cost</b>	<b>\$1,200</b>	<b>\$1,800</b>	<b>\$1,000</b>	<b>\$700</b>	<b>\$500</b>	<b>\$500</b>

*Table 9-4: Cumulative Total Summary – Base Case*

	Year 0 (,000)	Year 1 (,000)	Year 2 (,000)	Year 3 (,000)	Year 4 (,000)	Year 5 (,000)
Cumulative Total Revenue (excl GST)	\$0	\$11,600	\$23,200	\$34,800	\$46,400	\$58,000
Cumulative Cost	\$1,200	\$3,000	\$4,000	\$4,700	\$5,200	\$5,700
Cumulative Net Profit (excl GST)	-\$1,200	\$8,600	\$19,200	\$30,100	\$41,200	\$52,300
Yearly Profit (excl GST)	-\$1,200	\$9,800	\$10,600	\$10,900	\$11,100	\$11,100

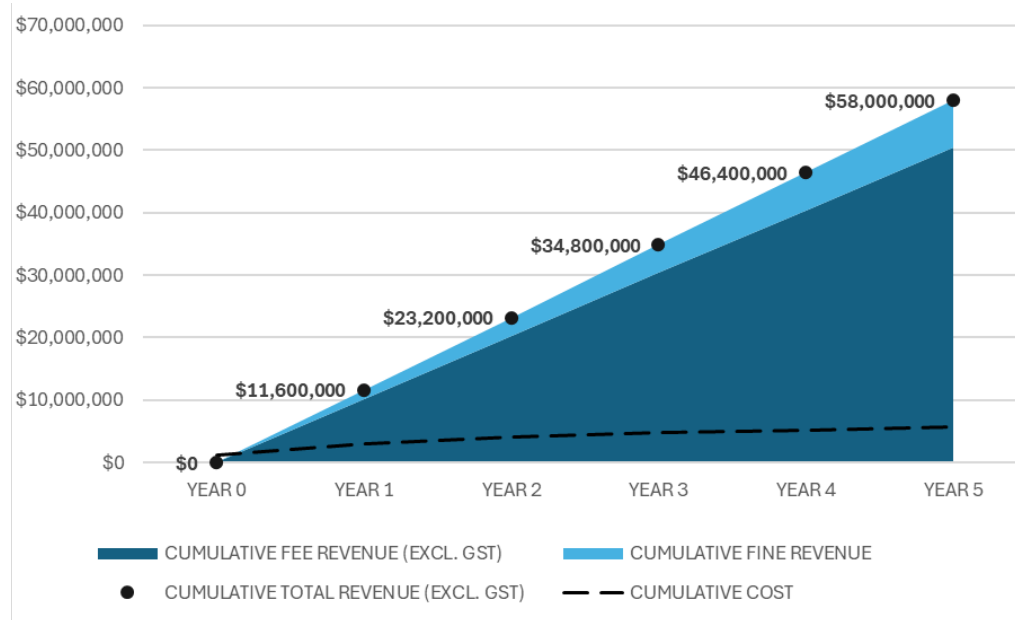
Table 9-4 identifies a stabilised net yearly profit of \$11,100,000 per year from year 4 onwards, with a cumulative net profit of \$52,300,000 over the first 5 years of operation.

Figure 9-1 shows the cumulative revenue and costs as calculated by the model. This identifies a larger portion of the revenue being contributed by parking fees followed by infringement revenue. Costs are shown to exceed revenue in Years 0 before being paid back during year 1.

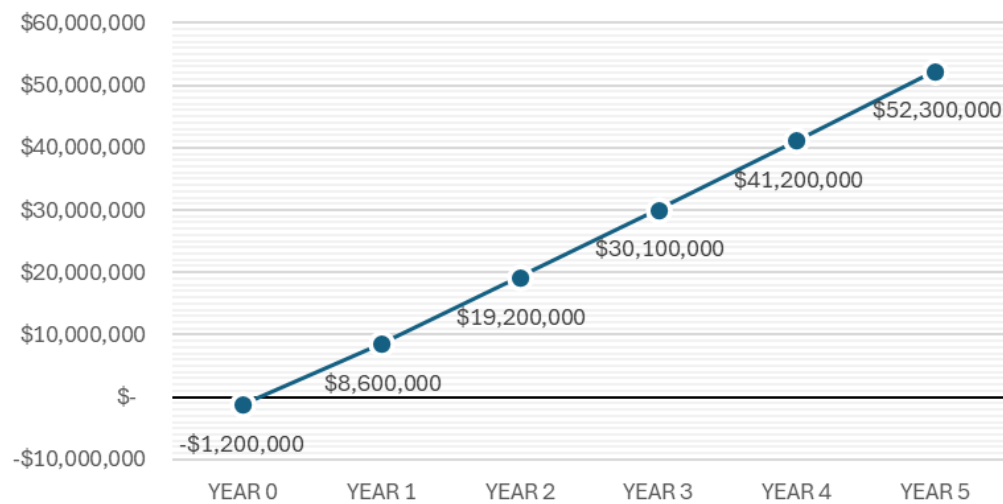


**Glen Eira Activity Centre Parking Management Strategy**  
 9 Financial Considerations

*Figure 9-1: Base Case – 5-Year Cumulative Revenue and Costs*



*Figure 9-2: Base Case – Year End Financial Position*



## Glen Eira Activity Centre Parking Management Strategy

### 9 Financial Considerations

## 9.3 Scenario Testing

Scenario testing has been undertaken to understand the sensitivity of the potential changes to the spatial extent to which user pays parking is implemented as described in Section 7.4.2, Section 7.4.4, Section 7.4.5 and Section 7.4.5 and as follows:

- User Pays Parking Option 2: On-street spaces only in Elsternwick, Bentleigh and Carnegie
- User Pays Parking Option 3: All car parks with occupancy rate higher than 80% (off-street only) in Elsternwick, Bentleigh and Carnegie
- User Pays Parking Option 4: All car parks with occupancy rate higher than 80% (off-street only) in Elsternwick and Carnegie
- User Pays Parking Option 5: Single off-street car park with an occupancy rate higher than 80% (off-street only) in Elsternwick and Carnegie.

Table 9-5 presents the financial impacts of these options compared against the base scenario.

Table 9-5: Sensitivity Testing

Scenario	Year 5 Net Profit	Cumulative Net Profit Years 0 – 5 (% diff to base)	Payback Timeline
<b>Option 1:</b> Base Scenario (all parking paid)	\$11,100,000	\$52,300,000	Year 1
<b>Option 2:</b> On-Street Spaces (Elsternwick, Bentleigh and Carnegie)	\$4,100,000	\$17,500,000 (-66%)	Year 1
<b>Option 3:</b> Off-Street parking >80% occupancy (Elsternwick, Bentleigh and Carnegie)	\$4,600,000	\$20,100,000 (-62%)	Year 1
<b>Option 4:</b> Off-Street parking >80% occupancy (Elsternwick and Carnegie)	\$3,100,000	\$12,700,000 (-76%)	Year 1
<b>Option 5:</b> Single Off-Street car park >80% occupancy (Elsternwick and Carnegie)	\$800,000	\$2,900,000 (-94%)	Year 1

Variations (i.e. spatial reductions) in user pays parking areas will naturally result in reductions to the net revenue achieved by the system. While reductions in revenue can be seen in the scenarios tested, they continue to result in net positive profit outcomes and as such could be considered by Council if compromises to the best practice management approach are required to balance community and trader expectations.

## 9.4 Limitations and Assumptions of the Model

While not built into the modelling, a number of other factors exist which should at least be recognised in the context of this study and considered as part of further stages.

It is acknowledged that while each would individually impact the modelling undertaken, these factors are likely to balance out and counteract each other, therefore not significantly impacting the modelling undertaken to date.

**Price escalation:** Price escalation can occur when labour costs or costs of materials rise. A number of cost items associated with user pays parking would be subject to price escalation. For example, costs of staff to maintain or enforce user pays parking or costs of user pays parking infrastructure (machines, cameras, etc).



### **Glen Eira Activity Centre Parking Management Strategy** 9 Financial Considerations

**Increases in parking fees over time:** The financial model assumed no change to the hourly user pays parking rates over the modelled period. However, it is possible that these rates would increase over time.

**Interest relating to the payback of parking infrastructure:** The financial model assumes that an interest rate of 10% would apply to the initial upfront costs required to establish the system, prior to it generating revenue to pay these costs back.

**Price elasticity relating to displacement of parking due to introducing price:** The financial model assumes that demands for user pays parking areas will not change with the introduction of user pays parking. However, it is a reasonable assumption that some people will choose not to park in locations where user pays parking is introduced.

**Growth in visitation:** It is reasonable to expect that growth in visitation to these centres would occur over coming years which could result in a higher demand for parking across all locations.

**Time restriction compliance:** For the purpose of this model it has been assumed that driver time compliance is 100% compliant. While in reality this is not the case, these infringements types are already being captured by Council in each centre. While the implementation of a user pays parking system will make it easier to identify such infringements, these infringements have not been included within this model to avoid a double counting of potential revenue to Council.

**Infringement follow-up:** Costs associated with infringement follow-up, including sourcing of driver address information, have not been specifically accounted for within the model. This is instead reflected by the adoption of conservative assumptions (on the low side) relating to the infringement payment rates.

## **9.5 Recommendations from Financial Modelling**

The base financial modelling clearly identifies the opportunities of revenue generation over time with a 5-year net cumulative profit expected in the order of \$52,300,000, based on the user pays parking program being applied to three activity centres.

The sensitivity scenarios also present an opportunity for further consideration to be given to the exact future roll out of a user pays parking program and the merits of application to short stay parking and on-street parking.

These considerations may assist to further balance the revenue generation objectives with community / user expectations and should be further explored as part of the future strategic planning stages of the program should Council deem it appropriate to proceed.



## Glen Eira Activity Centre Parking Management Strategy 10 Stakeholder Outcomes

# 10 Stakeholder Outcomes

## 10.1 Community Response

Introducing user pays parking in an activity centre area is a complex decision that can have widespread impacts. It can influence parking availability, transport modal selection, traffic patterns, and economic activity within the area as well as providing Council with revenue that can be spent directly on needed community infrastructure and parking facility maintenance and upkeep.

The Glen Eira Parking Policy 2020 acknowledges that changes around parking can be difficult. The policy affirms Council's commitment to consulting with the community throughout the planning process. The policy includes an objective to ensure anyone who is affected by proposals to introduce changes to parking is provided with appropriate opportunities to engage with the process. Council recognises there are many competing desires and needs within the community. It aims to provide a platform so that residents' views on proposals can be shared.

The Glen Eira Activity Centres Community Engagement Summary results showed that parking is an important topic for residents. This finding suggests that there will be widespread community interest in any proposal to introduce user pays parking in Glen Eira activity centres, which is something Council should be prepared for.

### Response Spectrums

People's response to user pays parking will vary. Surveys across various locations<sup>15</sup> indicate that people often value the amenity of the centre more than the provision of car parking. The increase of valet and premium parking options at shopping centres and airports indicates that people are often willing to pay for convenience and premium options.

The way in which people will respond to the introduction of user pays parking can be best described through a number of response spectrums. Those users who continue to drive and park will obtain a direct benefit of being able to park closer to their destination and spend less time looking for a parking space. This also decreases the time vehicles spend circulating town centres for free parking and thus reduces congestion by improving the availability of parking within the local road network.

Others will choose to respond differently by changing their transport mode or accepting a longer walking distance to avoid paying parking.

### Not everyone is affected

Only those who drive will be impacted by the introduction of user pays parking. Indeed, at present everyone contributes (indirectly) to the cost of parking provision, maintenance and enforcement of parking, whether they drive or not. Based on existing mode share, 34% of the community is currently

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<sup>15</sup> Acland Street, St Kilda; High Street, Northcote; Boundary Street, Eagle Street and Caxton Street, Brisbane; Graz, Austria; Bristol, UK; and Edinburgh, UK.



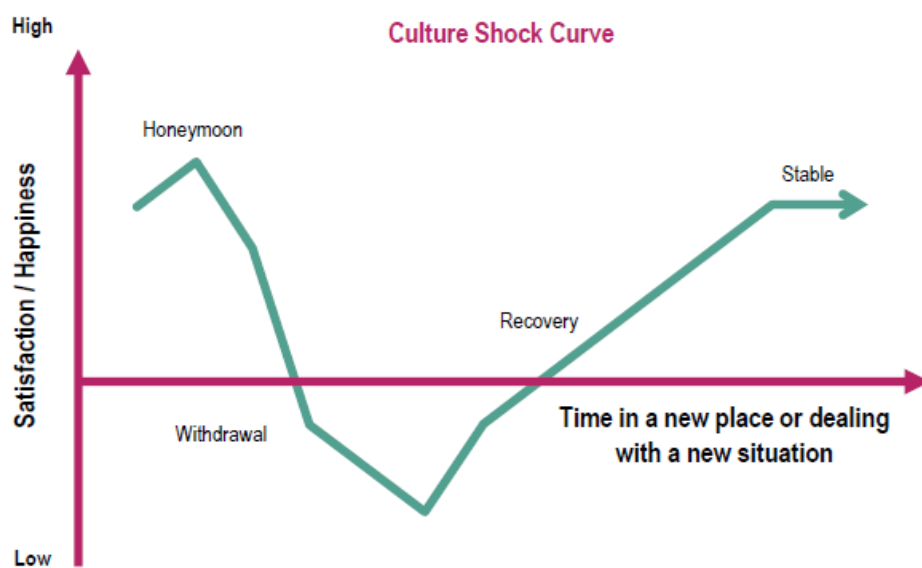
### Glen Eira Activity Centre Parking Management Strategy 10 Stakeholder Outcomes

contributing to the cost of parking but are not making use of these facilities. A parking price to contribute to these existing costs allows for the indirect financial burden on those who do not drive to be reduced.

#### Initial Impacts

Following the implementation of user pays parking, there would be an initial shock to the parking and transport system followed by a period of settling and adjustment of parking characteristics prior to seeing the real benefits (see Figure 10-1). While these impacts should not be ignored as they will provide the ability to track if things are going to plan, hitting the panic button to fix issues and community angst should be avoided to ensure the long-term success of any such scheme.

Figure 10-1: Culture Shock Curve





## Glen Eira Activity Centre Parking Management Strategy 10 Stakeholder Outcomes

### 10.2 Engagement

**An approach which engages the relevant members of the community and stakeholders at the right time throughout the journey will ensure a fair and balanced approach, resulting in the long-term success of user pays parking being implemented**

Community engagement is a critical component in the development of a paid parking strategy for a council. By actively involving residents, business owners, and other stakeholders, the council can ensure that the strategy is tailored to the unique needs and preferences of the community. This collaborative approach is key to earning trust from the community, identifying potential issues and developing solutions that are both effective and equitable. Engaging the community also helps to build consensus and support for the strategy, which is essential for its successful implementation and long-term sustainability.

### 10.3 Reinvestment of Parking Revenue

Public perceptions of paid parking can be improved by reinvesting parking revenue into services and facilities that benefit the local area, such as:

- creating, maintaining and enforcing parking infrastructure
- improving access opportunities by all modes of transport, including public transport
- improved public spaces and other community facilities
- generally improving the amenity of the area.

### 10.4 Mitigating Measures

Stakeholder groups likely to be impacted in some way by the introduction of paid parking include customers, traders, employees, Council, and residents. It is important that Council gives appropriate levels of consideration to the potential impacts and how they may affect these stakeholder groups.

Actions that should be considered to mitigate potential impacts associated with user pays parking introduction:

- Providing useful real time information to assist user decision making.
- Providing improved community infrastructure within and around activity centres.
- Delivering a placemaking program to improve the amenity of the activity centre shopping strip in order to attract more customers.
- Launching marketing campaigns to promote the activity centre and highlight the benefits of shopping locally, independent of the introduction of user pays parking.
- Improving active transport infrastructure and end-of-trip facilities to increase viability of cycling and walking to activity centres.
- Offering public transport incentive program to help to enable transport modal shift.
- Developing strategies to manage spillover parking into residential areas.
- Providing additional resources to address queries or feedback received.



## Glen Eira Activity Centre Parking Management Strategy 10 Stakeholder Outcomes

### 10.5 Examples of Success

The below examples have been provided to demonstrate successful outcomes following the introduction of paid parking.

#### City of Ballarat

Parking meters were installed in Ballarat's CBD in February 2020 as part of the City of Ballarat's Smarter Parking Plan. All visitors are eligible for one hour of free parking each day, with the option to pay for additional time by coin, debit/credit card or phone app. This scheme was introduced to better balance the needs of residents, workers and shoppers for Ballarat's growing CBD.

The meters were switched off shortly afterwards, in the wake of the COVID-19 pandemic. However, in June 2020, with businesses reopening and the return of people to the CBD, Council chose to turn the meters back on. Traders had specifically requested the paid parking be reinstated to encourage turnover, as it had become difficult for their customers to access their stores.

This example highlights the benefits that paid parking can have on promoting turnover in a CBD setting.

#### City of Dandenong

In 2022, parking meters on Lonsdale Street in Dandenong were switched on following a three-year trial of free parking. Traders reported during the trial that tenants, staff and owners used the spots as "convenient free parking", which made it hard for customers to park nearby (as reported by Council).

The paid parking revenue was used to help fund the Council and Victoria Police's Safer Streets Program, including more police presence, more CCTV cameras, temporary art installations, and shopfront activations. These measures were designed to attract more shoppers and help business recover.

This example highlights paid parking as a tool to encourage turnover and the opportunities to fund other projects through paid parking revenue.

#### Blue Mountains City Council

Blue Mountains City Council is currently implementing a Visitor Pay Smart Parking project, which commenced in July 2023. The scheme was introduced to manage traffic demand and congestion while providing revenue for visitor and resident infrastructure. Parking income is intended to contribute to maintaining, renewing and upgrading City infrastructure, funding parking management operating costs and investing in visitor parking infrastructure.

As a paid parking scheme for visitors, residents are exempt from parking charges but must still abide by the timed restrictions.

Community support for the scheme was gained by highlighting that the revenue raised through parking payments is linked to the ability to pay for services, facilities and infrastructure. Locals were also more likely to support the proposal if they had access to permits and were excluded from paying.



## **Glen Eira Activity Centre Parking Management Strategy**

### **10 Stakeholder Outcomes**

#### City of Perth

The City of Perth equipped over 10,000 parking bays with smart parking sensors in the CBD. Real-time data was used to guide drivers to available spots. This improved traffic flow, reduced emissions and resulted in a 28% reduction in parking-related congestion.

#### City of Adelaide

The City of Adelaide undertook a smart parking trial using in-ground sensors and mobile app integration, with real-time availability and digital payments. The trial received positive feedback from businesses and residents and resulted in a 21% increase in parking turnover. The parking usage data that was collected was used to inform future transport planning.

#### Parking Pricing Implementation Guidelines, Victoria Transport Policy Institute, Oct 2024

This report provides guidance on parking pricing implementation, including benefits and costs, common obstacles and objections and examples of successful schemes. Parking pricing (or paid parking) is noted as one of a range of parking management strategies, which has the potential to reduce the amount of parking required by 10-30%, as well as reducing vehicle traffic.

The report contains some important discussion on the economic impacts of introducing paid parking and points towards research that illustrates a positive relationship between parking prices and regional economic productivity (Litman, 2024). One study from the Netherlands found that parking fees are largely associated with positive effects on the local economy over the long term, though over the short term there may be a drop in the number of visitors to such an area (Van der Waerden and Timmermans 2009).

Some of the examples of success documented within the report include:

- San Diego
  - » A mixture of on-street parking policies and technologies targeted a 15% vacancy rate.
  - » Parking fees were raised in high demand areas to \$1.25 per hour, and kept as low as \$0.50 in peripheral areas.
  - » Resulted in the doubling in on-street parking turnover and total parking meter revenue.
- Downtown Pasadena Redevelopment
  - » A Parking Meter Zone (PMZ) was established within which parking was priced and the revenues invested.
  - » Supported by traders as they benefited from the improvements to the area.
  - » Parking revenue funded community improvements that attracted more visitors, which increased parking revenue allowing further improvements.
- Aspen Downtown Parking Pricing
  - » Charging for on-street parking using multi-space meters.
  - » Parking fees are highest in the centre and decline with distance from the core.
  - » Initial objections but pricing proved effective at reducing parking problems.
  - » Most downtown traders now support pricing to ensure that convenient parking is available for customers and to help finance city programs.



**Glen Eira Activity Centre Parking Management Strategy**  
10 Stakeholder Outcomes

- Austin Parking Benefit District
  - » A Parking Benefit District (PBD) is created by charging for on-street parking and dedicating the revenue towards improvements in the neighbourhood that promote walking, cycling and transit use (footpaths, kerb ramps, bicycle lanes)
  - » Charging for parking and promoting alternatives help to reduce the number of people parking in the neighbourhood, but those who park and pay the meter benefit the neighbourhood with additional revenues.



# Appendices



**Glen Eira Activity Centre Parking Management Strategy**  
Appendix A Parking Survey Data

## **Appendix A Parking Survey Data**



Project: 300305752

A-1

Bentleigh Survey Area																	
Ref	Car Park Location	Parking Restriction	Capacity														
Off Street																	
Northern side																	
				Wednesday													
				Time													
				11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	AVERAGE
A	Btw Jasper Rd & Godfrey St	2P / 4P (8am-6pm Mon-Sat)	150	103			101			63	59	62	49	16	9	7	38
				69%			67%			42%	39%	41%	32%	11%	6%	5%	25%
B	Btw Godfrey St & Vickery St	2P / 4P (8am-6pm Mon-Sat)	143	126			109			66	51	45	41	21	5	3	33
				88%			76%			46%	36%	31%	29%	15%	3%	2%	23%
C	Btw Vickery St & Bent St &	2P (8am-6pm Mon-Sat)	110	82			94			74	44	66	48	39	19	21	44
				75%			85%			67%	40%	60%	44%	35%	17%	19%	40%
D	Bent St (west side)	2P / 4P (8am-6pm Mon-Sat) / Unrestricted	140	112			115			45	27	26	23	15	6	4	21
				80%			82%			33%	20%	19%	17%	11%	4%	3%	15%
E	Oak St / Bleasby St	2P / 4P (8am-6pm Mon-Sat) / Unrestricted	160	88			97			77	59	52	29	22	10	11	37
				55%			61%			48%	37%	33%	18%	14%	6%	7%	23%
Southern side																	
F	Jasper Rd Library	2P (8am-6pm Mon-Sat)	67	45			52			28	20	16	13	4	2	1	12
				67%			78%			43%	31%	25%	20%	6%	3%	2%	18%
G	Mitchell St (east side)	2P (8am-6pm Mon-Sat)	15	10			14			8	8	10	6	3	2	2	6
				67%			93%			57%	57%	71%	43%	21%	14%	14%	43%
H	Btw Mitchell & Daley St	2P (8am-6pm Mon-Sat)	45	35			34			14	19	24	21	9	3	3	13
				78%			76%			31%	43%	53%	46%	20%	7%	5%	29%
I	Btw Daley St & Bendigo Av	2P / 4P (8am-6pm Mon-Sat)	51	33			36			15	22	27	23	10	4	3	15
				65%			71%			31%	43%	53%	46%	20%	7%	5%	29%
J	Bendigo Av (west side)	4P (8am-6pm Mon-Sat)	28	19			16			7	2	4	3	2	0	1	3
				57%			68%			25%	7%	14%	11%	7%	0%	4%	11%
K	Burgess St (west side)	2P / 4P (8am-6pm Mon-Sat)	21	16			17			8	5	7	3	2	0	0	4
				76%			81%			40%	25%	35%	15%	10%	0%	0%	20%
On-Street (Centre Rd)																	
Northern side																	
L	Jasper Rd & Godfrey St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	15	7			9			8	10	12	8	6	2	0	7
				47%			60%			57%	71%	86%	57%	43%	14%	0%	47%
M	Godfrey St & Vickery St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	9	7			6			6	8	7	8	4	1	0	5
				78%			67%			67%	89%	78%	89%	44%	11%	0%	54%
N	Vickery St & Bent St	1P (8am-5pm Mon-Fri, 8am-12noon Sat), 1x loading zone 7am-5pm, 1/4P other times	6	4			6			5	5	5	5	4	1	0	4
				67%			100%			71%	71%	71%	71%	57%	14%	0%	51%
O	Bent St & Nicholson St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	2	0			0			1	1	1	0	1	1	0	1
				0%			0%			50%	50%	50%	0%	50%	50%	0%	36%
P	Nicholson St & Oak St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	28	23			25			14	13	13	11	7	4	3	9
				82%			89%			45%	42%	42%	35%	23%	13%	10%	36%
Q	Oak St & Wheatley Rd	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	7	4			7			4	7	7	7	6	3	6	6
				100%			100%			57%	100%	100%	100%	86%	86%	43%	88%
R	Wheatley Rd & Rose St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	4	3			3			3	0	4	4	0	0	2	2
				75%			75%			75%	0%	100%	100%	0%	0%	50%	46%
Southern side																	
S	Jasper Rd & Robert St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	5	4			5			3	4	5	5	1	1	1	3
				80%			100%			43%	57%	71%	71%	14%	14%	14%	41%
T	Robert St & Mitchell St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	8	7			6			5	7	7	7	8	0	0	5
				88%			75%			63%	88%	88%	100%	0%	0%	0%	61%
U	Mitchell St & Daley Street	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	6	3			4			5	5	5	3	4	0	0	3
				50%			67%			83%	83%	83%	50%	67%	0%	0%	52%
V	Daley Street & Bendigo Av	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	10	10			8			5	7	8	9	4	2	1	5
				100%			80%			50%	70%	80%	90%	40%	20%	10%	51%
W	Burgess St & Lorraine St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	10	5			4			7	6	6	5	6	4	2	5
				50%			40%			78%	67%	67%	56%	67%	44%	22%	57%
X	Lorraine St & Mawho St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	10	9			5			5	7	4	2	3	3	2	4
				100%			50%			56%	78%	44%	22%	33%	22%	41%	41%
Y	Mawho St & Campbell St	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	11	10			10			8	7	9	5	2	1	1	5
				91%			91%			67%	58%	75%	42%	17%	8%	8%	39%
Z	Cambell St & Gilbert Gv	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	2	1			2			2	2	2	2	1	0	0	1
				50%			100%			100%	100%	100%	100%	50%	0%	0%	64%
AA	Gilbert Gv & Cairnes Gv	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	8	3			8			2	7	9	9	4	3	4	5
				38%			100%			22%	78%	100%	100%	44%	33%	44%	60%
AB	Cairnes Gv & No. 246	1P (8am-5pm Mon-Fri, 8am-12noon Sat)	2	2			0										
				100%			0%										
Total Off-Street				666						405	316	338	259	143	60	55	225,714,2857
Total Off-Street %				93.0			71.61%			43.55%	33.98%	36.34%	27.85%	15.38%	6.45%	5.91%	24.27%
Total On-street MAIN				103			108			83	96	104	90	61	29	19	89,28571429
Total On-street MAIN %				72.03%			75.52%			58.04%	67.13%	62.94%	42.66%	20.28%	13.29%		48.45%
Total On-street M				0													
Total On-street M %																	
Grand Total				769			766			488	412	442	348	204	89	74	295
Grand Total %				1073			71.67%			54.18%	45.48%	41.12%	32.52%	16.01%	8.23%	6.50%	27.49%
MAX				1073	1073	1073	1073	1073	1073	1073	1073	1073	1073	1073	1073	1073	1073

Carnegie Survey Area - Occupancy %																	
Ref	Car Park Location	Parking Restriction	Capacity	Off Street													
				Wednesday													
				Time													
				9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	AVERAGE
A	Kokaribb Rd (north of Woolies)	2P (8am-6pm Mon-Sat)	67	15			53					48	49	67	67	48	42
				22%			79%					72%	73%	100%	100%	12%	60%
B	Kokaribb Rd (south of Woolies)	2P (8am-6pm Mon-Sat)	92	29			87					72	82	97	91	43	58
				32%			95%					70%	80%	94%	88%	18%	58%
C	Shepparson Ave (south of Library)	2P (8am-6pm Mon-Sat)	119	34			105					55	78	118	115	74	68
				29%			88%					45%	64%	98%	95%	20%	57%
D	Shepparson Ave (north of Library)	3P (8am-6pm Mon-Fri)	9	8			6					8	8	5	7	5	5
				89%			67%					89%	89%	56%	78%	11%	61%
On-Street (Koornang Rd)																	
Eastern side																	
E	Dandenong Rd & Arawatta St	1P (9am-4pm Mon-Fri, 8am-12noon Sat)	6	0			3					0	1	5	4	5	3
				0%			100%					0%	13%	63%	50%	25%	34%
F	Morton Av & Neerim Rd	1P (8am-6pm Mon-Fri, 8am-12noon Sat)	23	17			21					16	23	26	26	22	17
				74%			91%					62%	88%	100%	100%	85%	66%
G	Neerim Rd & No.182	2P (8am-6pm Mon-Fri, 8am-12noon Sat)	9	3			4					6	5	8	7	4	4
				33%			44%					67%	56%	89%	78%	44%	48%
Western side																	
H	Dandenong Rd & Egan St	1P (8/9am-4/6pm Mon-Fri, 8am-12noon Sat)	15	3			12					5	5	8	12	5	5
				60%			80%					33%	33%	53%	80%	33%	36%
I	Rosstown Rd & Neerim Rd	1P (8am-6pm Mon-Fri, 8am-12noon Sat)	29	9			29					23	28	29	28	1	20
				31%			100%					79%	97%	100%	97%	97%	68%
On-Street (Egan St)																	
J	Egan Street (south side)	1P (7am-11pm All Days)	3	2			2					2	2	1	2	1	1
				67%			67%					67%	67%	33%	67%	33%	43%
K		1/4P (7am-11pm All Days)	2	1			0					2	1	1	2	0	1
				50%			0%					67%	33%	33%	67%	0%	33%
L		2P (7am-11pm All Days)	21	11			18					20	11	15	12	3	9
				52%			86%					95%	52%	71%	57%	14%	42%
M		4P (7am-11pm All Days)	4	4			4					4	3	4	8	1	3
				100%			100%					21%	16%	21%	42%	5%	18%
Total Off-Street				86			251					183	217	287	280	170	173
Total Off-Street %			287	30%			87%					64%	76%	100%	98%	59%	60%
Total On-street MAIN			82	32			69					50	62				
Total On-Street MAIN %				39%			84%					61%	76%				
Total On-street M			30	18			24					28	17				
Total On-Street M %				60%			80%					93%	57%				
Grand Total			369	118			320					233	279	287	280	170	196
Grand Total %				32%			87%					63%	76%	78%	76%	46%	53%
MAX				369	369	369	369	369	369	369	369	369	369	369	369	369	369



Elsternwick Survey Area																			
Ref	Car Park Location	Parking Restriction	Capacity	Off Street															
				Northern side															
				Wednesday															
				Time															
				9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	AVERAGE
A	Btw Orrong & Staniland Gv	2P (8am-6pm Mon-Sat)	68	46				51				45	33	39	36	31	31	24	34
B	Staniland Library	2P (8am-6pm Mon-Sat) Unrestricted	84	68%				75%				64%	47%	56%	51%	44%	44%	34%	40%
				70				81				30	16	17	10	7	4	13	4
				83%				96%				35%	19%	20%	12%	8%	5%	5%	15%
Southern Side																			
C	Stanley St (East)	2P / 4P (8am-6pm Mon-Sat)	113	60				103				39	27	31	23	13	4	4	20
D	Stanley St (West)	2P / 4P (8am-6pm Mon-Sat) / Unrestricted	78	53%				91%				33%	22%	25%	18%	10%	3%	3%	10%
				47				72				46	38	59	70	44	22	4	40
				61%				92%				61%	50%	78%	62%	58%	29%	5%	53%
On-Street (Glen Huntly Rd)																			
Northern side																			
E	Beavis St & Orrong Rd	1P (8am-6pm Mon-Fri, 8am-12noon Sat)	13	11				11				12	13	13	12	11	9	0	11
				85%				85%				92%	100%	100%	92%	85%	69%	69%	87%
F	Orrong Rd & Staniland St	1P (8am-6pm Mon-Sat)	15	11				15				7	12	14	10	2	1	1	7
				73%				100%				41%	71%	82%	59%	12%	6%	6%	39%
G	Staniland St & St Georges Rd	1P (8am-6pm Mon-Sat)	9	9				9				8	7	9	7	2	0	0	5
				100%				100%				80%	70%	90%	70%	20%	0%	0%	47%
H	St Georges Rd & Selwyn St	1P (8am-6pm Mon-Sat)	19	15				15				13	15	19	16	10	5	1	11
				79%				95%				68%	79%	100%	84%	53%	26%	5%	59%
I	Ripon Gv & McCombie St	2P (8am-6pm Mon-Sat)	20	18				19				19	20	19	18	12	10	14	16
				90%				95%				90%	95%	90%	86%	57%	48%	67%	78%
J	McCombie St & Nepean Hwy	2P (8am-6pm Mon-Fri, 8am-12noon Sat)	4	4				2				3	4	4	3	2	0	1	2
				100%				50%				75%	100%	100%	75%	50%	0%	25%	61%
Southern side																			
K	Downshire Rd & Orrong Rd	1P (8am-6pm Mon-Fri, 8am-12noon Sat)	12	10				11				10	11	9	11	10	9	3	9
				83%				92%				71%	79%	64%	79%	71%	64%	21%	64%
L	Orrong Rd & Carre St	1P (8am-6pm Mon-Sat)	14	14				12				12	10	13	13	4	2	0	8
				100%				86%				80%	67%	87%	87%	27%	13%	0%	51%
M	Carre St & Riddell Pd	1P (8am-6pm Mon-Sat)	20	18				18				15	13	15	11	9	3	9	9
				89%				89%				53%	68%	79%	74%	58%	0%	16%	50%
N	Riddell Pd & Horne St	1P (8am-6pm Mon-Sat)	6	1				5				2	6	6	6	5	4	3	4
				17%				83%				20%	50%	60%	60%	50%	40%	30%	44%
O	Horne St & Nepean Hwy	1P (8am-6pm Mon-Sat)	11	8				8				7	11	11	7	7	7	7	8
				73%				73%				58%	92%	92%	58%	58%	58%	58%	68%
On-Street - angled parking																			
P	McCombie St, 90-degree	2P (8am-6pm Mon-Sat)	11	11				11				11	11	11	10	9	8	8	10
				100%				100%				100%	100%	100%	91%	90%	89%	100%	96%
Q	Ripon Gv, angled	P45Mins (8am-6pm Mon-Sat) / Unrestricted	58	58				50				56	58	55	41	31	21	15	39.57142857
				100%				100%				97%	100%	97%	71%	57%	36%	20%	93%
R	Gordon Street, angled	2P / 4P (8am-6pm Mon-Fri, 8am-12noon Sat) / Unrestricted	56	54				43				54	55	56	55	54	41	20	48
				96%				77%				96%	96%	100%	98%	96%	73%	36%	85%
S	St Georges Rd, angled	2P (8am-6pm Mon-Sat)	16	16				16				14	15	16	13	5	1	3	10
				100%				100%				88%	94%	100%	81%	31%	6%	19%	60%
T	Riddell Pd, angled	2P(8am-6pm Mon-Fri, 8am-12noon Sat)	19	18				18				18	19	18	18	7	4	1	13
				100%				100%				100%	100%	100%	100%	44%	39%	22%	72%
U	Carre St, angled	2P (8am-6pm Mon-Sat)	20	17				18				11	20	17	15	11	5	5	12
				85%				90%				55%	100%	85%	75%	55%	25%	25%	60%
Total Off-Street				223				307				160	114	146	139	95	61	36	142
Total Off-Street%				65%				90%				47%	33%	43%	41%	28%	18%	10%	41%
Total On-street MAIN				119				128				103	121						
Total On-street MAIN %				83%				90%				72%	85%						
Total On-street M				174				156				164	177						
Total On-street M %				97%				87%				91%	98%						
Grand Total				342				435				263	235	146	139	95	61	36	195
Grand Total %				70%				90%				54%	48%	30%	29%	20%	13%	7%	40%
MAX				486	486	486	486	486	486	486	486	486	486	486	486	486	486	486	486

**Glen Eira Activity Centre Parking Management Strategy**  
Appendix B Financial Model Assumptions

## Appendix B Financial Model Assumptions

### B.1 Revenue Inputs

A summary of the model revenue inputs is presented in Table B-1.

*Table B-1 – Model Inputs*

Variable	Definition	Base Model Input
Model period	The number of years modelled.	5 years
Regulated Days	The number of days per year for which parking restrictions are applicable	260 weekdays a year and 52 Saturdays
Regulated Weeks	The number of weeks per year for which parking restrictions are applicable	52 weeks a year
Regulated Hours	The number of hours in a day for which parking restrictions are applicable	Weekday - 10 hours per day (12 hours per day in Carnegie and Elsternwick) Saturday – 5 hours per day (12 hours per day in Carnegie and Elsternwick) Sunday – 12 hours per day (Carnegie and Elsternwick only)
Parking Restriction	The parking restriction applicable	<ul style="list-style-type: none"> <li>• 1hr</li> <li>• 2hr</li> <li>• 3hr</li> <li>• 4hr</li> <li>• 5hr</li> <li>• Unrestricted</li> </ul>
Hourly Parking Tariff	The rate charged for use of the parking space per hour	On-Street \$3.50 per hour Off-Street \$2.50 per hour
Daily Parking Tariff	The rate charged for use of the parking space per day	\$12.50 per day
Parking Typology	The car parking typologies where paid parking is applicable.	Three typologies have been assumed: <ul style="list-style-type: none"> <li>• Off-Street</li> <li>• On-Street (Main Road)</li> <li>• On-Street (Minor Road)</li> </ul>
Locations included within Program	The locations included within Program, including the number of car parking spaces for each typology at each location.	<ul style="list-style-type: none"> <li>• Bentleigh</li> <li>• Carnegie</li> <li>• Elsternwick</li> </ul>
Average Occupancy	The average number of parking spaces that are occupied by motorists across the enforcement period	Average occupancy has been estimated based on occupancy observations undertaken in February 2025 at each centre at three time periods – morning, midday and afternoon.
Driver Fee Compliance	The level at which motorists comply with the fee payment requirements of the parking system	90% compliance
Driver Time Compliance	The level at which motorists comply with the time restriction requirements of the parking system	For the purpose of this model it has been assumed that driver time compliance is 100% compliant. While in reality this is not the case, these infringements types are already being captured by Council in each centre. While the implementation of a paid parking system will make it easier to identify such infringements, these infringements have not been



**Glen Eira Activity Centre Parking Management Strategy**  
Appendix B Financial Model Assumptions

		included within this model to avoid a double counting of potential revenue to Council.
Resident Exemption	The proportion of motorists which are paying visitors (i.e., motorists who do not have a residential parking permit)	No resident exemptions have been applied
Meter availability	The proportion of regulated hours during which the parking meters are operational	95% system uptime
Infringement value	The face value of an infringement	\$99 (failure to pay)
Infringement issuing rate	The proportion of infringements issued relative to all infringement issuing opportunities	10-20% issuing rate adopted based on typical experience
Infringement payment rate	The proportion of infringements issued that are paid	60% payment rate based on APC evaluation report

## B.2 Cost Inputs

### B.2.1 Staff

Staff of various levels have been assumed to be required throughout the duration of the project based on discussions with Council.

*Table B-2 – Staff Inputs – Base*

Staff	Equivalent Full Time Staffing Numbers					
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Total EFT	3	2	2	2	2	2

### B.2.2 Ongoing Operating Costs

The following ongoing operating costs have been assumed, including initial costs related to program implementation which then stabilises from Year 1 onwards.

*Table B-3 – Ongoing Operating Cost Inputs – Base Case*

Item	Rate	Measure	Quantity					
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Surveys	\$75,000	Per Survey	2	2	1	0	0	0
Maintenance	\$100,000	Flat Rate	1	1	1	1	1	1
Service Provider Contract	\$200,000	Flat Rate	1	1	1	1	1	1
Service Provider Contract Increase	\$200,000	Flat Rate						
Tap & Pay Machine Maintenance [1]	\$255	Per Unit	0	22	22	22	22	22
e-system	\$200,000	Flat Rate	1			1		

[1] Assumes 2 machines for each off-street car park (Bentleigh – 10 areas, Elsternwick – 8 areas, Carnegie – 4 areas). No machines assumed on-street



**Glen Eira Activity Centre Parking Management Strategy**  
Appendix B Financial Model Assumptions

*Table B-4 – Infrastructure Requirements – Base Case*

Item	Rate	Measure	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Tap & Pay [1]	\$10,000	Per machine	0	22	0	0	0	0
Fixed LPR Camera	\$4,000	Per unit (each unit assumed to service 75 parking spaces)	0	0	0	0	0	0
Camera Pole Supply and Installation	\$12,500	Per unit (assuming 1 pole per 2 cameras)	0	0	0	0	0	0
Camera Pole Associated Equipment	\$15,000	Per unit	0	0	0	0	0	0
Signage, Line Marking and Ancillary	\$200	Per space	0	2,067	0	0	0	0
Mobile LPR Cameras	\$15,000	Per unit	0	2	0	0	0	0
LPR Vehicle	\$40,000	Per unit	0	2	0	0	0	0

[1] Assumes 2 machines for each off-street car park (Bentleigh – 10 areas, Elsternwick – 8 areas, Carnegie – 4 areas). No machines assumed on-street

The cost inputs as outlined above were applied to User Pays Parking Options 1 and 2.

For User Pays Parking Options 3 and 4, the number of paid parking spaces was reduced to 968 and 563, respectively, the number of Tap & Pay machines was reduced from 22 to 18, and the LPRX resources were reduced to one camera and vehicle.

Due to the greatly reduced number of spaces to which paid parking applies to in User Pays Parking Option 5 (i.e. 182 spaces across two locations), the costs were further reduced as follows:

- Staffing requirements reduced by 50%
- Recurring operating costs reduced by approximately 50%, including surveys, maintenance and service provider costs
- Number of Tap & Pay machines reduced from 22 to 6.





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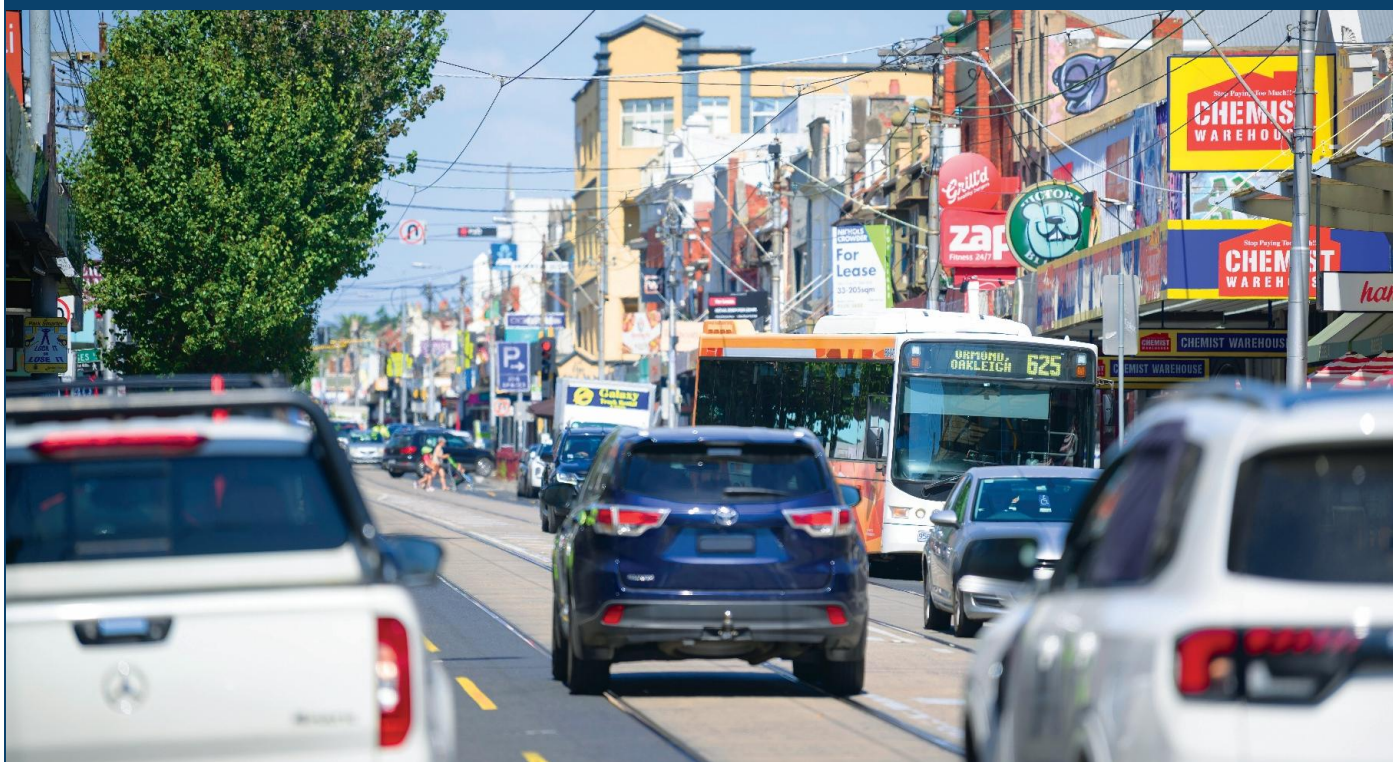
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October 2025

# Exploring parking together

## Engagement report



GLEN EIRA  
CITY COUNCIL

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

## Executive summary

Glen Eira City Council is exploring smarter, fairer ways to manage the future of parking in our busiest shopping strips — Carnegie, Elsternwick and Bentleigh. We engaged with our community and asked for feedback on how we can better manage parking in these areas.

This included asking about:

- **Parking management tools:** Such as timed parking restrictions, parking sensors and smart technology, and user-pays parking.
- **Parking experience:** The quality and issues around parking in each of the areas.
- **Technologies:** Whether apps, online parking availability, or different payment methods would be useful.
- **Fairness, safety and accessibility:** If there's anything we can do to improve parking in these ways.
- **Improvements to the shopping strips:** If Council were to raise money from user-pays parking, what improvements to the strips should the money pay for.

## How we engaged

Community engagement took place for one month from Wednesday 23 July to Sunday 24 August 2025.

Opportunities for community feedback included:

- an online survey on Council's Have Your Say Glen Eira webpage — with hard copy surveys also available
- an online social map
- email, letter or phone call submissions
- a community focus group
- meetings with Elsternwick and Carnegie traders.

## What we heard

In total, we received **4,943** pieces of feedback, comprised of:

- 4,731 survey submissions
- 128 comments on the social map on Have Your Say
- 65 submissions in emails and letters
- one community focus group with 19 community members.

## Parking management tools

Most respondents supported the following parking management tools:

- Improve and encourage active and sustainable transport — **57 per cent** support

- No changes should be made — **57 per cent** support.

Fewer respondents supported the following tools:

- A review of the current parking limits — **42 per cent** support
- Better enforcement of parking rules — **40 per cent** support
- Online real time parking availability information, powered by sensor data — **37 per cent** support
- Analysis of parking space usage, powered by sensor data — **36 per cent** support
- Paying a fee for on-street parking — **6 per cent** support
- Paying a fee to park in parking lots — **5 per cent** support.

When comparing the visitors of each shopping strip, minimal variation in response rates occurred. This suggests that community sentiment about the tools is consistent regardless of their preferred shopping location.

Most demographic cohorts were fairly consistent with the average (data in Appendix 1).

The most significant variations were:

- People under the age of 35 and LGBTIQ+ people show higher than average support for the parking management tools.
- Non-car users show significantly higher than average support for parking management tools.

### Balancing free and user-pays parking

When survey respondents were asked how many parking spaces should be user-pays:

- 0% to 10% user-pays — **75 per cent** of people
- 20% to 30% user-pays — **12 per cent** of people
- 40% to 60% user-pays — **11 per cent** of people
- 70% to 80% user-pays — **1 per cent** of people
- 90% to 100% user-pays — **1 per cent** of people.

### Parking experience

We asked about the quality of the parking experience in or around the shopping strips:

- Carnegie was rated the lowest at **3.1 stars** out of 5
- Elsternwick was rated at **3.7 stars** out of 5
- Bentleigh was rated highest at **3.9 stars** out of 5.

### Parking technology

The survey also asked what technology the community would use (noting respondents could select more than one option):

- None — **57 per cent**



- Mobile parking apps for real time availability — **31 per cent**
- An app for payments and changing duration — **23 per cent**
- Smart meters — **16 per cent**
- SMS and call to pay — **3 per cent**
- Other — **3 per cent**.

## Comments

The survey had three open questions where respondents could comment with feedback. Comments were received from 3,577 people (**76 per cent**).




The open questions asked people about:







- the quality of their parking experience in the shopping strip/s
- their feedback on the parking management tools
- their ideas for making parking fairer, safer and more accessible.

Overall, the most common sentiment in answer to these questions was **opposition to user-pays parking**, which was mentioned by **40 per cent** of people.

When commenting on the existing parking arrangements, more people were dissatisfied (**26 per cent**) than satisfied (**11 per cent**). High density development was commonly mentioned (**19 per cent**). Suggestions for improvements included adding more parking (**10 per cent**), improving enforcement (**10 per cent**), and adjusting time limits (**8 per cent**).




### Most common sentiments in comments





Main themes in comments	Common reasons for the themes
 <b>Opposition to user-pays parking</b> (40 per cent of people)	<ul style="list-style-type: none"> <li>• User-pays is a financial burden</li> <li>• Businesses would be hurt</li> <li>• It's unfair for rate payers</li> <li>• It's viewed as revenue raising</li> <li>• It adds a barrier to accessibility</li> <li>• It doesn't reflect community values</li> </ul>
 <b>Parking is not satisfactory</b> (26 per cent of people)	<ul style="list-style-type: none"> <li>• There aren't enough spaces, particularly in Carnegie</li> <li>• Congested traffic creates stress</li> <li>• Evenings and weekends are the busiest</li> <li>• Time limits are too short</li> <li>• Some parking layouts are inefficient</li> <li>• Traders have limited options</li> </ul>
 <b>High density impacts</b> (19 per cent of people)	<ul style="list-style-type: none"> <li>• Apartments and high-density development is a problem</li> <li>• Sufficient parking is not included in developments</li> <li>• Residents of apartments are parking on the street</li> <li>• Increased congestion is a result of high population</li> <li>• Residential streets are experiencing overflow</li> </ul>

-  **Better sustainable transport** (18 per cent of people)
  - Encouraging public transport usage would help
  - Increase public transport coverage and frequency
  - It doesn't work well for people carrying heavy things or making multi-stop trips
  - It's slow, inconvenient, or unreliable
  - It doesn't work for people with accessibility needs
  - Public transport can be community and environmentally friendly
-  **Parking is satisfactory** (11 per cent of people)
  - There is sufficient availability
  - Making changes to parking is unnecessary
  - Parking spaces are close to the shops and accessible
  - The strips are attractive because of parking availability
-  **Better enforcement might help** (10 per cent of people)
  - Cars overstay in parking spaces
  - There is a lack of enforcement
  - Disability spaces are misused
  - Some cars drive poorly, including double parking and blocking driveways
  - Increasing numbers of delivery drivers and scooters
-  **Add more parking** (10 per cent of people)
  - Multi-storey or underground parking would help
  - Increased demand means a need for more spaces
-  **Adjust time limits** (8 per cent of people)
  - Time limits could apply later into the evenings
  - Some areas and shops would benefit from spaces with more time
  - Reducing the time allowed could increase turnover in some cases
-  **Signage could be improved** (5 per cent of people)
  - Signage can be unclear, incorrect or missing
  - Changes to signage in specific locations could help

## Who we heard from

We asked respondents about themselves and their connections to the strips.

-  **Which strip**
  - Bentleigh shopping strip is the most visited (**62 per cent**)
  - **51 per cent** go to Carnegie shopping strip
  - **49 per cent** go to Elsternwick shopping strip
-  **Connections**
  - **84 per cent** visit at least two to three times a week
  - **74 per cent** visit for services, shopping or leisure
  - **73 per cent** live in or near a shopping strip
  - **17 per cent** catch public transport at the strip/s
  - **9 per cent** work in the strip/s
-  **Traders**
  - 156 business owners or operators participated
  - 225 employees participated
  - 20 volunteers participated

-  **Transport**
  - Almost everyone uses a car to travel to the shopping strip/s (**95 per cent**)
  - **46 per cent** walk to the shopping strip/s
  - **11 per cent** use some form of public transport
-  **Age and gender**
  - Most respondents are aged between 35 to 64 (**69 per cent**)
  - Few responses came from those under 25 or over 75 (**7 per cent**).
  - **65 per cent** of respondents identify as women or girls, and **29 per cent** as men or boys.
-  **Suburb**
  - Respondents live across all Glen Eira suburbs.
  - Most live in Bentleigh East (**15 per cent**), Bentleigh (**15 per cent**), Carnegie (**13 per cent**), and Elsternwick (**11 per cent**).
-  **Identity**
  - **15 per cent** were born overseas, and **15 per cent** are from a multicultural background.
  - Smaller identity groups included people with disability (**6 per cent**), carers for someone with disability (**6 per cent**), and LGBTIQA+ (**4 per cent**).

## Background

Our shopping strips and activity centres are the heart of Glen Eira. They're where we meet friends, shop local, grab a coffee, or enjoy a night out. These places are important to our community's daily life and wellbeing.

As Glen Eira grows, these centres are getting busier, and finding a car park is getting harder. We know this could be frustrating, and we want to explore ways to reduce the pressure so everyone can continue to enjoy what our centres have to offer.

### Why now?

Glen Eira is growing — and fast. More people are choosing to live, work and spend time here, and that means more demand on everything from housing to public space to parking.

Our population is on track to grow from 151,096 in 2017 to 180,626 by 2036. The Victorian Government has set a housing target of 63,500 new dwellings for Glen Eira by 2051. That means more people, more homes — and more cars.

While our population is growing, the space in our shopping strips isn't. With limited space and more people using our centres every day, we want to look at how we manage parking more efficiently to make the most of what we have.

As part of the *Our Priorities, Our Future* community engagement in 2023, the Community Priorities Panel of 40 community members recommended that Council review how parking is managed to support our long-term financial sustainability and a better approach to parking in Glen Eira.

We've also heard clearly from our community that green open space is a top priority. Through our largest-ever engagement (*Our Place, Our Plan*) in 2025, 71 per cent of respondents said healthy, urban green spaces should be a key focus for future planning.

People want more trees, seating, outdoor dining and public gathering areas — not more land taken up by car parks. At the same time, we know that cars are still a big part of how many people get around.

That's why we need to plan now — so our shopping strips stay accessible, attractive and welcoming, no matter how you travel.

We've been advocating for better public transport options, including improved train, tram and bus services. We've also been investing in active transport infrastructure — with upgrades to footpaths, bike lanes, wayfinding signage, street lighting and more — to enhance walking and cycling around Glen Eira.

### Why we are looking at Carnegie, Elsternwick and Bentleigh

We're seeing more people visiting our Carnegie, Elsternwick and Bentleigh shopping strips — and with good reason. These areas are lively, popular and full of great places to shop, eat and catch up.

As these areas grow busier, parking is becoming harder to find. At peak times, parking is already close to full, which means more cars circling the block, more congestion, and more frustration for everyone.

That's why we're focusing on these three shopping strips. We want to understand what's working, what's not, and how we could manage parking better — now and into the future.

### **Neighbouring Councils are also working on parking management**

Several neighbouring councils are adopting smarter, more sustainable approaches to managing parking:

- Bayside City Council has adopted a 10-year *Parking Strategy* focusing on sustainability, better access, and future needs. User-pays parking is enforced along the foreshore and Beach Road, with exemptions for residents with valid beach parking permits. Bayside has also introduced smart parking technology, including in-ground sensors and electronic signage that displays real-time parking availability.
- City of Port Phillip has implemented a *Parking Management Policy* that uses tiered permits to reduce car trips. User-pays parking is managed via the PayStay app, and in-ground sensors help monitor parking occupancy and improve access in busy areas.
- City of Monash is developing a comprehensive *Parking Management Framework* that includes options like user-pays parking, digital signage, and extended time restrictions. Parking sensors have already been installed to track usage and support data-informed planning.
- City of Stonnington is rolling out smart parking infrastructure, including in-ground sensors across key locations, such as Chapel Street, Glenferrie Road, and Toorak Village. These sensors support turnover, enforcement, and planning. Stonnington is also developing a *Parking Action Plan* that includes options for introducing user-pays parking in high-demand areas.

By learning from our neighbours and listening to our community, we could adopt best practices that suit Glen Eira's unique needs.

## How we reached people

We ran a communication campaign using several channels to raise awareness and encourage participation across the wider community, including key population groups and stakeholders. The table below outlines the channels we used and how far each one reached.

Communication activities	Reach
<b>Glen Eira News</b> Article in August edition	Delivered to approx. 64,500 residences
<b>Have Your Say engagement page</b> Live with the survey available	Views: 12,796 Visitors: 8,896 Followers: 1,252
<b>Social media: Facebook and Instagram</b> Glen Eira City Council Facebook and Instagram accounts concluded the campaign with 9 posts, including main feeds and stories.	Views: 40,204 Reach: 30,782 Interactions: 193 Link clicks: 273
<b>Community engagement e-newsletter</b> August edition	Recipients: 4,451 Opened: 2,448 Link clicks: 519 Click throughs to engagement: 98
<b>Sustainability e-newsletter</b> August edition	Recipients: 3,850 Opened: 1,950 Click throughs to engagement: 37
<b>Glen Eira Business e-newsletter</b> August edition	Recipients: 6,968 Opened: 3,845 Click throughs to engagement: 5
<b>Targeted promotion — letter box drop</b> Targeted letters were distributed to residential properties around Bentleigh, Carnegie and Elsternwick.	3,650 letters
<b>Targeted promotion — traders</b> Targeted emails, posters, table tents, and postcards were distributed to local traders associations.	Emails and meetings with the three trader associations 75 posters 150 table tents 1,000 postcards
<b>Pole and bin signs</b> Signs were placed on bollards, poles and bins around the Bentleigh, Carnegie and Elsternwick shopping strips and parking areas.	75 bollard signs 75 bin signs
<b>Poster</b> Shared at Council facilities, including Glen Eira Town Hall and Glen Eira Libraries.	25 posters
<b>Postcard</b> Distributed during pop-ups, to businesses, and shared at Council facilities, including Glen Eira Town Hall.	2,750 postcards

<b>Digital screens</b> Screen on display at Customer Service	Wednesday 23 July to Sunday 24 August 2025
<b>Website — news item and webpage</b>	Page views: 672 Link clicks: 298
<b>Golden Days Radio 95.7FM</b> Announcements on Saturday 2 August.	Approx listeners: over 75,000 listeners globally.

## How we engaged with people

The primary engagement activity was an online survey through Council's Have Your Say platform. Hard copies of this survey were available upon request. A social map on Have Your Say also asked community members to pin public comments on specific locations.

Council also held community meetings to discuss the project and collect feedback:

- a two-hour facilitated workshop with community members, including representatives from Elsternwick and Bentleigh traders
- a two-hour facilitated discussion with Carnegie traders
- a presentation and questions at an Elsternwick traders association meeting.

Engagement activities	Number who participated
<b>Have Your Say community survey</b>	4,731 survey submissions
<b>Email submissions</b>	65 emails
<b>Have Your Say social map</b>	128 comments
<b>Community focus group</b>	19 people
<b>Elsternwick traders meeting</b>	13 people
<b>Carnegie traders meeting</b>	12 people
<b>Community pop-ups</b>	389 conversations
<ul style="list-style-type: none"> <li>• One pop-up each at Carnegie, Elsternwick, and Bentleigh shopping strips</li> <li>• Two walk-throughs each in Carnegie, Elsternwick, and Bentleigh shopping strips</li> </ul>	618 postcards handed out



## What we heard

The online survey included a total of 24 questions and included four sections:

- Connection to the shopping strip/s
- Experience with parking
- What can we do to manage parking
- Demographics.

The Community Focus Group's feedback is shown in full after the survey results.

**Note:** This analysis includes insights generated using AI tools to assist with sentiment classification and theme identification. All findings have been reviewed and interpreted by Council staff to ensure accuracy and relevance.

### Connection to the shopping strip/s

#### Question one: Which of the following shopping strips do you visit regularly?

This was a required question, and allowed people to select more than one option. It was answered by 4,731 people (**100 per cent**).

- Centre Road, Bentleigh was selected by 2,942 people (**62 per cent**).
- Koornang Road, Carnegie was selected by 2,434 people (**51 per cent**).
- Glen Huntly Road, Elsternwick was selected by 2,327 people (**49 per cent**).
- Other was selected by 182 people (**4 per cent**).



The option for *Other* allowed people to write other shopping strips. The most common responses to this question were:

- Bentleigh East — 44 people (<1 per cent)
- Glen Huntly — 37 people (<1 per cent)
- Ormond — 23 people (<1 per cent)
- Caulfield — 17 people (<1 per cent)
- Murrumbeena — 16 people (<1 per cent)
- McKinnon — 13 people (<1 per cent).

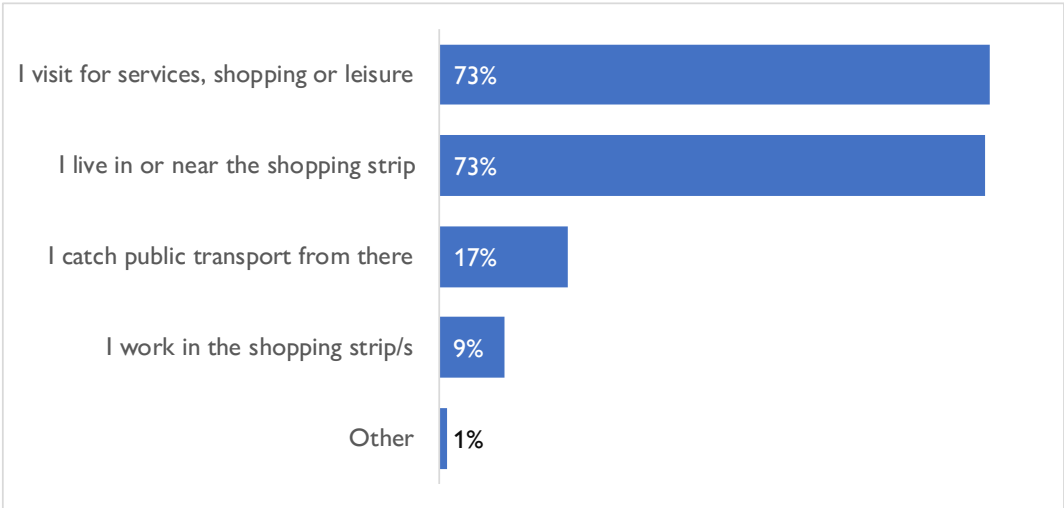
As the question allowed for multiple answers, we can also see how many people visit more than one shopping strip:

- 55 per cent of people selected only one of the three strips
- 27 per cent of people selected two of the strips
- 18 per cent of people selected all three of the strips.

**Question two: How do you use or connect with the shopping strips?**

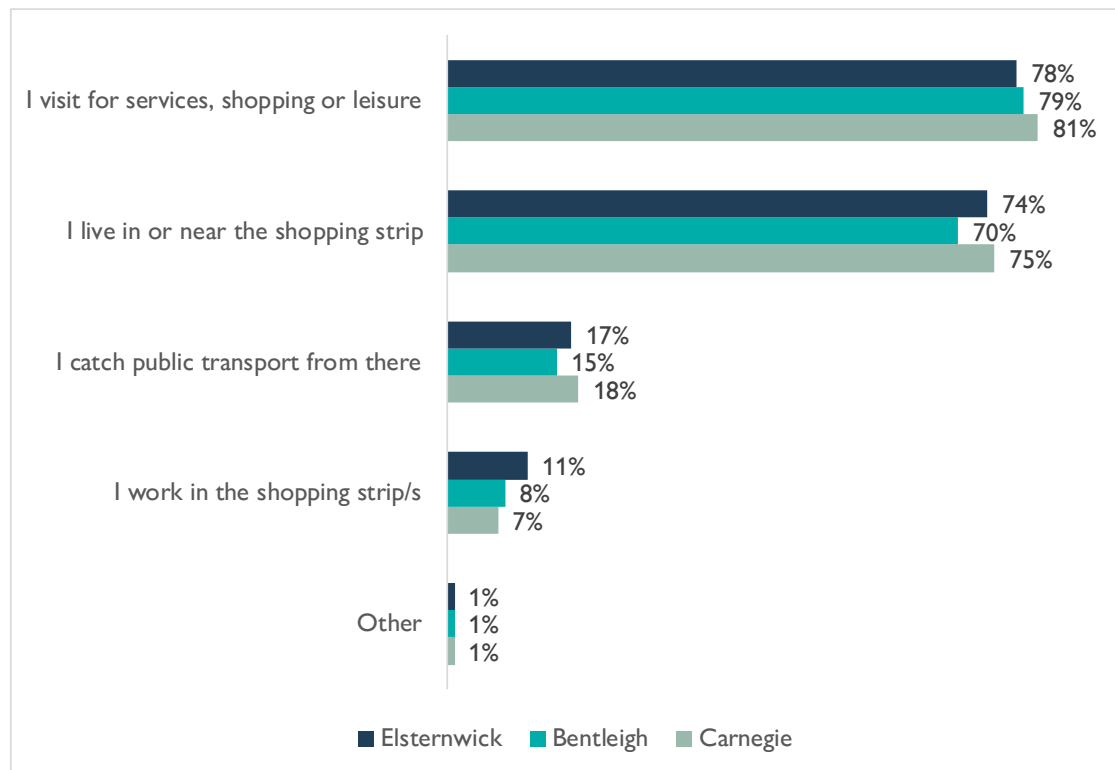
This was a required question, and allowed people to select more than one option. It was answered by 4,724 respondents (**100 per cent**).

- *I visit for services, shopping or leisure* was selected by 3,446 people (**73 per cent**)
- *I live in or near the shopping strip* was selected by 3,477 people (**73 per cent**)
- *I catch public transport from there* was selected by 811 people (**17 per cent**)
- *I work in the shopping strip/s* was selected by 412 people (**9 per cent**)
- *Other* was selected by 50 people (**1 per cent**).



The chart on the following page provides results by area. When applying filters to survey responses by area, it is important to note that respondents were able to select more than one option. As a result, the data cannot be strictly isolated to a single area. For the

purposes of this analysis, insights are based on the majority of selections made by respondents, acknowledging that some individuals may be represented in multiple areas.



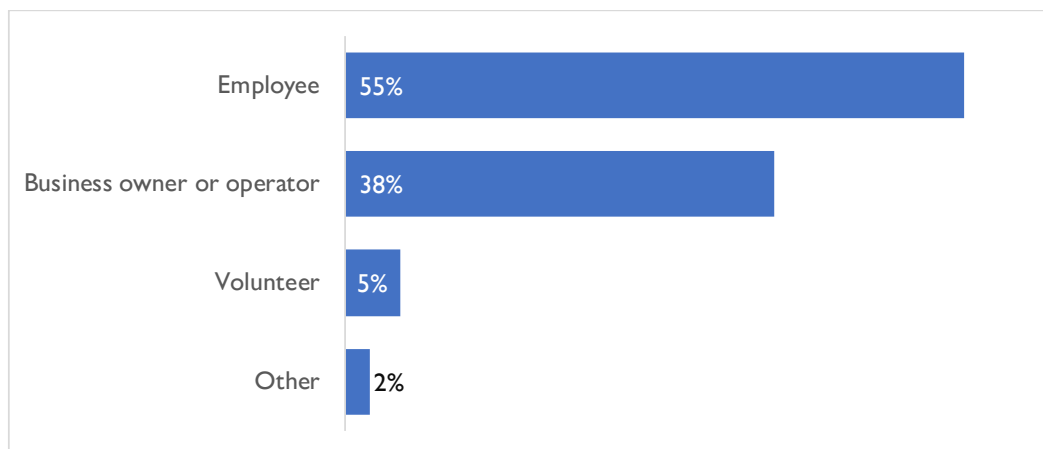
The option for *Other* allowed people to write their connection. The most common responses to this question were:

- Driving — 15 people (0.3 per cent)
- Shopping — 13 people (0.3 per cent)
- Social connection — 12 people (0.3 per cent).

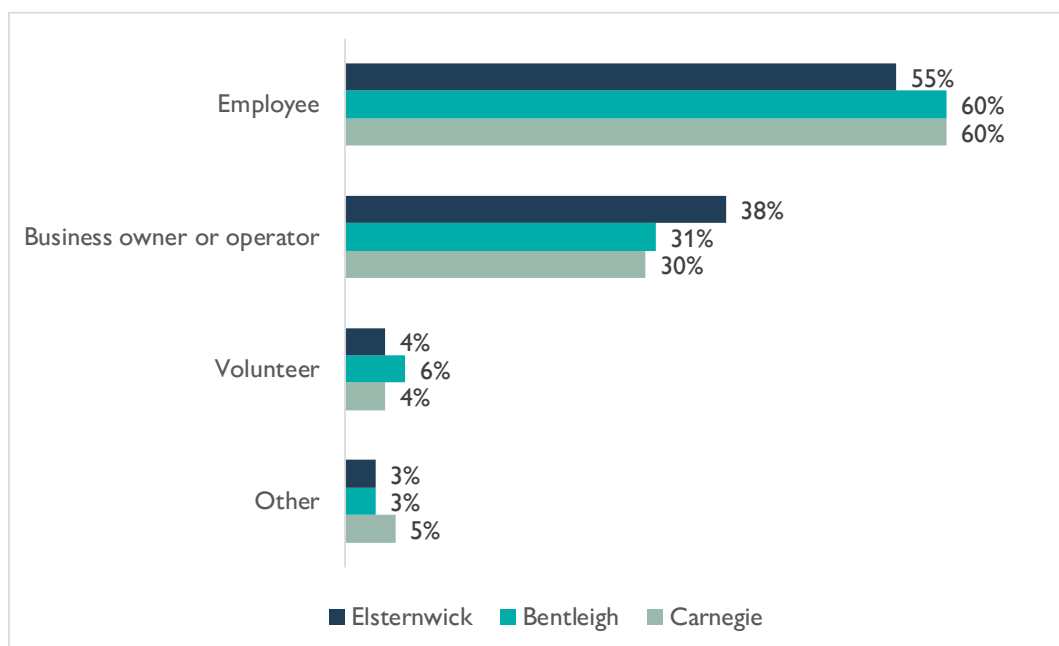
### Question three: As someone who works in the area, how would you describe yourself?

This was an optional question asked of people who answered that they work in the shopping strip/s. 410 people answered this question (**9 per cent**).

- *I'm an employee* was selected by 225 people (**55 per cent**)
- *I'm a business owner or operator* was selected by 156 people (**38 per cent**)
- *I'm a volunteer* was selected by 20 people (**5 per cent**)
- *Other* was selected by 9 people (**2 per cent**).



The chart below provides results by area. When applying filters to survey responses by area, it is important to note that respondents were able to select more than one option. As a result, the data cannot be strictly isolated to a single area. For the purposes of this analysis, insights are based on the majority of selections made by respondents, acknowledging that some individuals may be represented in multiple areas.

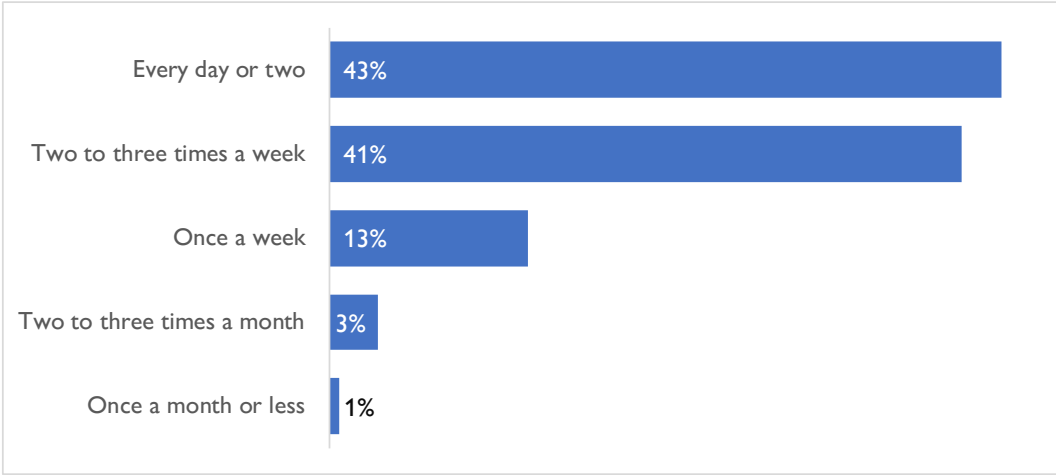


#### Question four: How often do you visit the shopping strip/s?

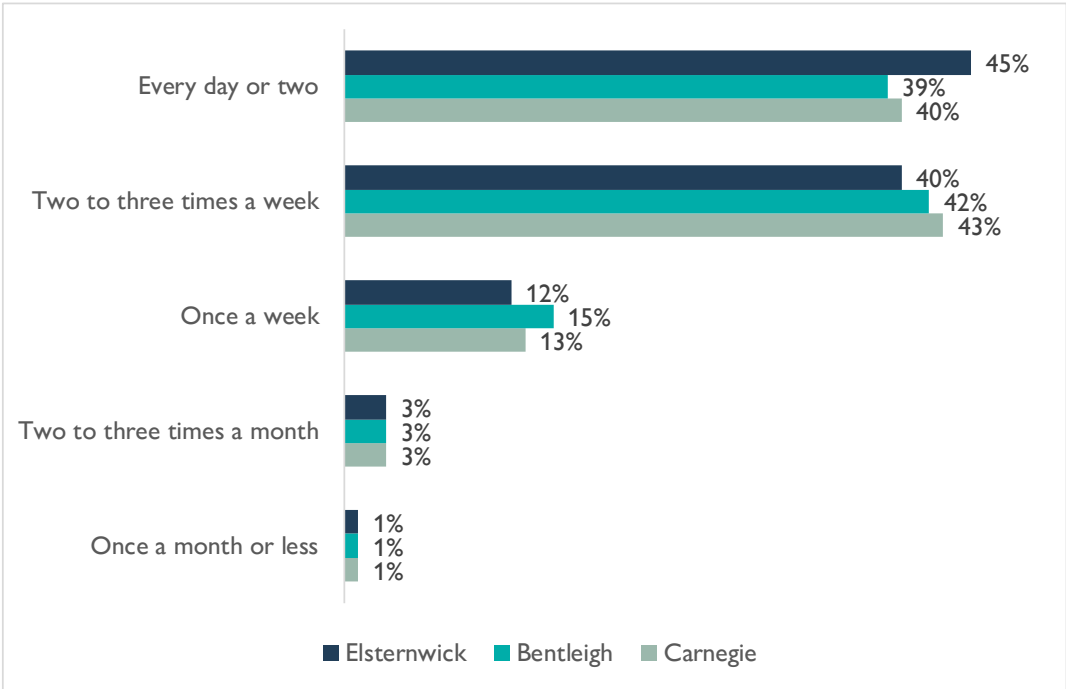
This was a required question. It was answered by 4,724 respondents (**100 per cent**).

- *Every day or two* was selected by 2,034 people (**43 per cent**)
- *Two to three times a week* was selected by 1,916 people (**40 per cent**)
- *Once a week* was selected by 600 people (**13 per cent**)

- *Two to three times a month* was selected by 145 people (**3 per cent**)
- *Once a month or less* was selected by 29 people (**<1 per cent**).



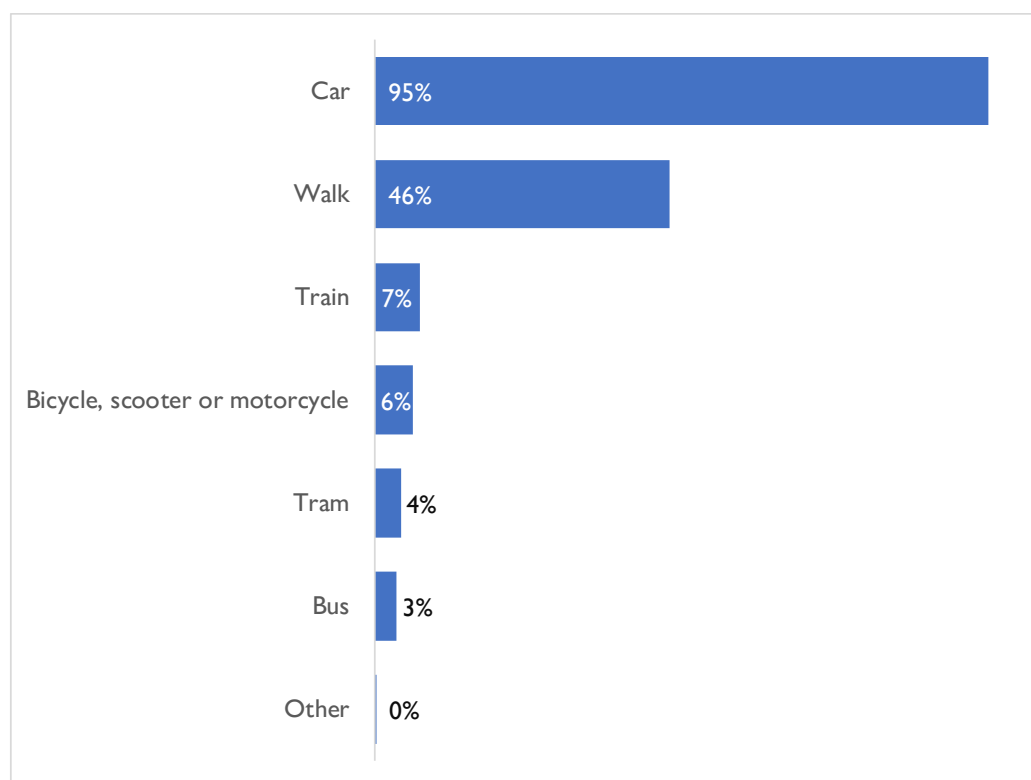
The chart below provides results by area. When applying filters to survey responses by area, it is important to note that respondents were able to select more than one option. As a result, the data cannot be strictly isolated to a single area. For the purposes of this analysis, insights are based on the majority of selections made by respondents, acknowledging that some individuals may be represented in multiple areas.



**Question five: How do you travel to the shopping strip/s?**

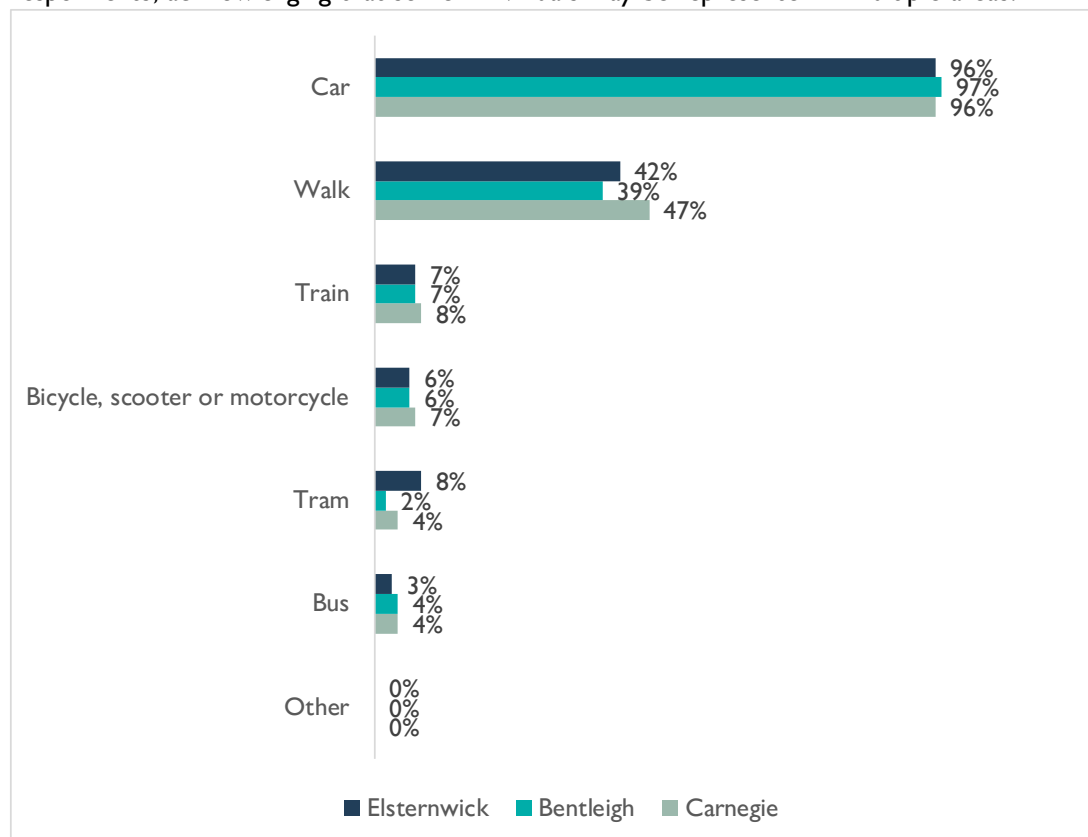
This was a required question, and allowed people to select more than one option. It was answered by 4,724 respondents (**100 per cent**).

- *Car* was selected by 4,509 people (**95 per cent**)
- *Walk* was selected by 2,169 people (**40 per cent**)
- *Train* was selected by 334 people (**7 per cent**)
- *Bicycle, scooter or motorcycle* was selected by 281 people (**6 per cent**)
- *Tram* was selected by 196 people (**4 per cent**)
- *Bus* was selected by 159 people (**3 per cent**)
- *Other* was selected by 12 people (**<1 per cent**).



The chart on the following page provides results by area. When applying filters to survey responses by area, it is important to note that respondents were able to select more than one option. As a result, the data cannot be strictly isolated to a single area. For the purposes of this analysis, insights are based on the majority of selections made by

respondents, acknowledging that some individuals may be represented in multiple areas.



## Your experience with parking

**Question six: On a scale of 1-5, rate the quality of the parking experience in the Carnegie shopping strip. 1 star is bad, 5 stars is good.**

This was a required question, asked of people who said they visit Carnegie in Question one. It was answered by 2,434 respondents (**51 per cent**).

- ★ was selected by 266 people (**11 per cent**)
- ★★ was selected by 429 people (**18 per cent**)
- ★★★ was selected by 749 people (**31 per cent**)
- ★★★★ was selected by 687 people (**28 per cent**)
- ★★★★★ was selected by 303 people (**12 per cent**)

The average rating was 3.1 stars.



**Question seven: On a scale of 1-5, rate the quality of the parking experience in the Elsternwick shopping strip. 1 star is bad, 5 stars is good.**

This was a required question, asked of people who said they visit Elsternwick in Question one. It was answered by 2,327 respondents (**49 per cent**).

- ★ was selected by 106 people (**5 per cent**)
- ★★ was selected by 231 people (**10 per cent**)
- ★★★ was selected by 573 people (**25 per cent**)
- ★★★★ was selected by 857 people (**37 per cent**)
- ★★★★★ was selected by 560 people (**24 per cent**)

The average rating was 3.7 stars.



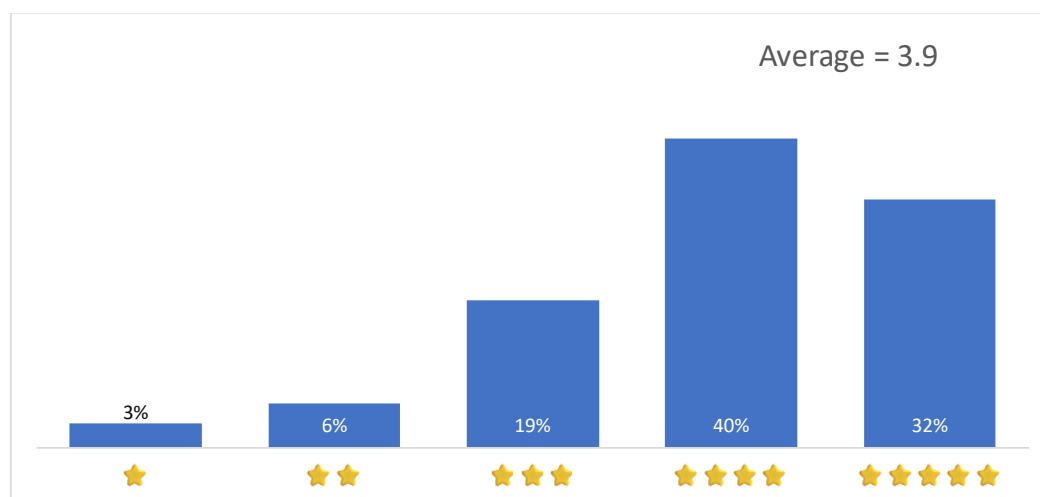


**Question eight: On a scale of 1-5, rate the quality of the parking experience in the Bentleigh shopping strip. 1 star is bad, 5 stars is good.**

This was a required question, asked of people who said they visit Bentleigh in Question one. It was answered by 2,943 respondents (**62 per cent**).

- ★ was selected by 93 people (**3 per cent**)
- ★★ was selected by 167 people (**6 per cent**)
- ★★★ was selected by 561 people (**19 per cent**)
- ★★★★ was selected by 1178 people (**40 per cent**)
- ★★★★★ was selected by 944 people (**32 per cent**)

The average rating was 3.9 stars.



**Question nine: On a scale of 1-5, rate the quality of the parking experience in the shopping strip/s you mentioned other than Carnegie, Elsternwick or Bentleigh. 1 star is bad, 5 stars is good.**

This was an optional question, asked of people who said they visit shopping strip/s other than Carnegie, Elsternwick or Bentleigh in Question one. It was answered by 169 respondents (**4 per cent**).

- ★ was selected by 10 people (**6 per cent**)
- ★★ was selected by 17 people (**10 per cent**)
- ★★★ was selected by 45 people (**27 per cent**)
- ★★★★ was selected by 64 people (**38 per cent**)
- ★★★★★ was selected by 33 people (**20 per cent**)

The average rating was 3.6 stars.



The average ratings of people who visit the following shopping strips were:

- McKinnon (13 people) — 4.1 stars
- Ormond (23 people) — 4.0 stars
- Bentleigh East (44 people) — 3.8 stars
- Glen Huntly (37 people) — 3.6 stars
- Caulfield (17 people) — 3.5 stars
- Murrumbeena (14 people) — 2.6 stars.

**Question ten: Do you have anything you'd like to share about your experiences parking in/around the shopping strip/s?**

This was an optional question and asked people to write down feedback. It was answered by 2,974 respondents (**63 per cent**).

The feedback has been themed for each of the three shopping strips, with accompanying comments.

**Feedback about Carnegie**

Key themes about Koornang Rd, Carnegie	Number of people
Difficulty finding parking	191
Congestion issues	124
Satisfied with parking	94
Opposition to user-pays parking	82
Time limit concerns	18

**Representative comments:**

*"We need more considering parking in Carnegie. Maximising the space at Shepparson Ave and having a paid multi-storey car park with trader permits would be amazing."*

*"I think Carnegie could do with some multi story parking. Both the carpark near the library/behind bakers delight but more especially the Woolies Carnegie carpark are about waste of spaces just for open air car parking. Get some underground or multi story parking and utilise the space more. Even then it into shops above with parking below. Like Cole's Elsternwick - great use of space"*

*"Carnegie is way too congested. Not enough parking options and car parks are too small."*

*"Carnegie is the hardest of these three shopping strips to find a car park, multiple circling the centre, loads of traffic all vying for a park that in the evening dinner/weekends is near impossible to find a park. I had to drive down Koornang Rd and park in front of a residential home to secure a park while going out for dinner."*

*"It can be congested at Carnegie but I generally get a park."*

*"Make koornang rd, and any other relevant shopping strip's malls,one ways or ring roads."*

*"Parking turnover is relatively high on Koornang Rd but still often busy."*

*"Carnegie: I prefer to walk as parking is a challenge, but need to drive when doing the shopping. People from the apartments park in the small Woolies car park, making it more difficult to get a park."*

### **Feedback about Elsternwick**

<b>Key themes about Glen Huntly Rd, Elsternwick</b>	<b>Number of people</b>
Difficulty finding parking	72
Opposition to user pays parking	54
Congestion issues	47
Satisfied with parking	22

### **Representative comments:**

*"We go to elsternwick because parking at Carnegie is terrible"*

*"I have to often pty to work in elsternwick which takes almost triple the time because I cannot find a park"*

*I usually cycle to Elsternwick as it's close enough that it's not worth driving around looking for parking, but there aren't enough appropriate spots to park my bike without risk of tripping someone up or damaging someone's car. Many of the drivers are either not conscious of cyclists or are actively hostile so I don't feel safe on Glenhuntly Rd and visit only when I can't do my errand elsewhere, even though there are much better shops in Elsternwick than in Balaclava and Ripponlea."*

*“Parking options are pretty good, Elsternwick has an abundance of parking and will have more so with the Woolworths.”*

*“I think the parking is more than adequate with the library parking, street parking and if at coles I use their parking. Also parking southside of Glenhuntly road is adequate. 2hr restrictions in carparks and side streets and 1 hr along Glenhuntly road is the correct way to go”*

*“Parking during the week (10.00am to 5.00pm) along Glen Huntly road is always pot Luck. At times it can also be difficult to find a space in the car parks on the southern side of Glenhuntly Road behind the strip. Even the car park next to the Library can be full.”*

### **Feedback about Bentleigh**

<b>Key themes about Centre Rd, Bentleigh</b>	<b>Number of people</b>
Opposition to user-pays parking	107
Congestion issues	79
Difficulty finding parking	91
Satisfaction with parking	61
Time limit concerns	17

### **Representative comments:**

*“Please leave the open parking areas behind the Centre Road shops as it is at present.”*

*“Always manage to get a spot easily when and where I need one which is a big reason I go to Centre road.”*

*“Bentleigh is manageable as there aren't a lot of street parks, but there are plenty of carparks directly behind Centre Rd and can always find a park there.”*

*“On Sundays it is very busy because of the bentleigh market. Otherwise I always manage to find a spot, but can take longer on weekends. There is NO issue with finding parking mid week.”*

*“Bentleigh is by far the easiest with plenty of parking near the shops.”*

*“I always find a park in Bentleigh. The car park is large and close to all shops - very convenient. I have some mobility issues so I appreciate how easy it is to park and shop here. This is why I frequently shop in Bentleigh due to the ease of parking. I don't go to places where there is paid parking.”*

What can we do to manage parking

Question eleven: With a growing population, more people will want to park in our shopping strips. If it means easier access to parking, which of the following options would you be open to?

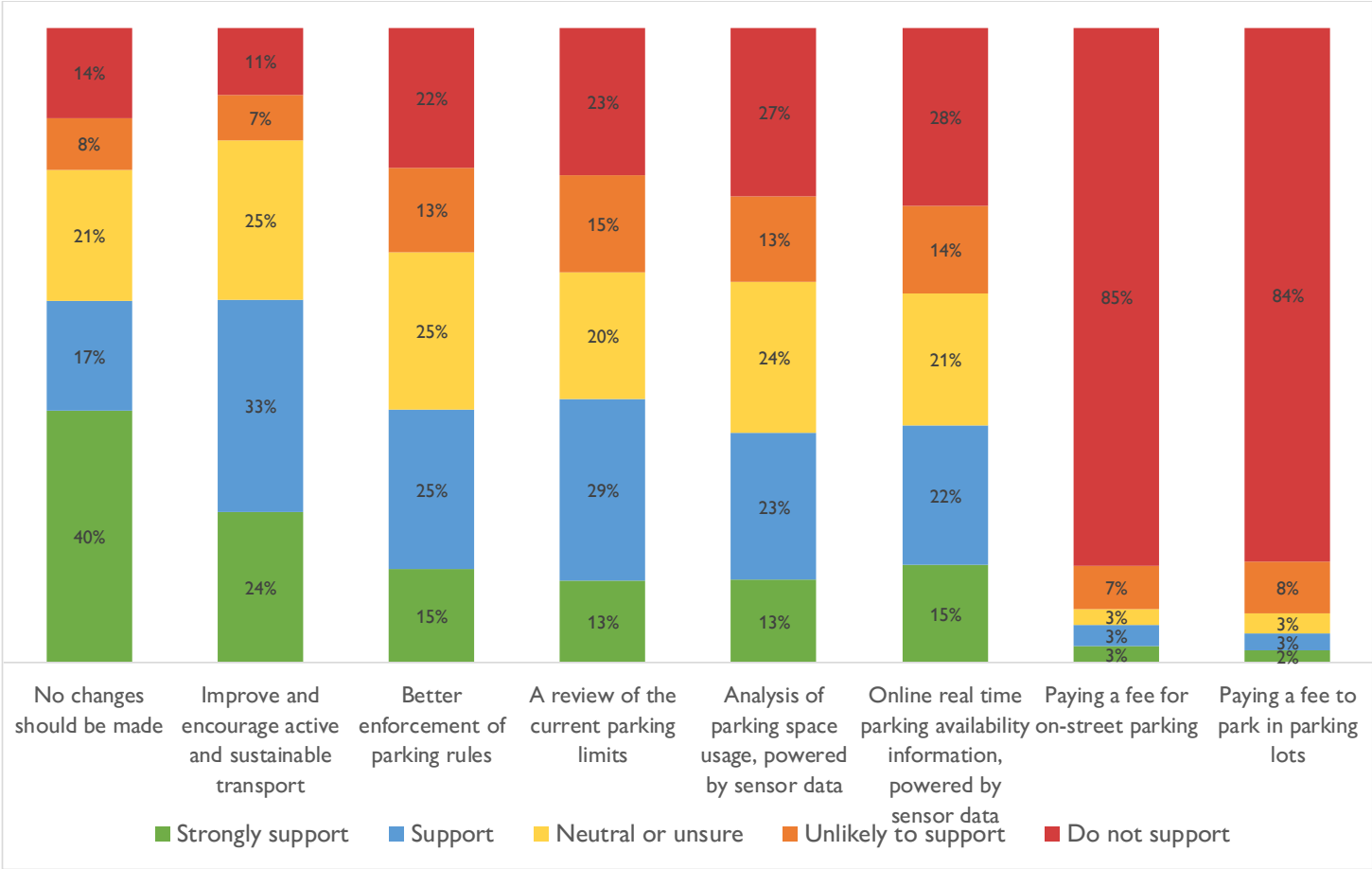
This was a required question, and asked people to choose their level of support for each parking management tool. It was answered by 4,731 respondents (**100 per cent**).

The portion of people who either *Support* or *Strongly support* each tool are:

- *No changes should be made* — **57 per cent**
- *Improve and encourage active and sustainable transport* — **57 per cent**
- *A review of the current parking limits (on-street, off-street, short-term, long-term)* — **42 per cent**
- *Better enforcement of parking rules* — **40 per cent**
- *Online real time parking availability information, powered by sensor data* — **37 per cent**
- *Analysis of parking space usage, powered by sensor data* — **36 per cent**
- *Paying a fee for on-street parking (i.e. parking on the road in the spaces next to the footpath)* — **6 per cent**
- *Paying a fee to park in parking lots (i.e. off-street parking)* — **5 per cent.**

Appendix 1 shows the demographic response rates to this question.

The table below shows how often each level of support was chosen for each tool.



The table below outlines the portion of people who either *Support* or *Strongly support* each parking management tool by shopping strip. When applying filters to survey responses by area, it is important to note that respondents were able to select more than one option. As a result, the data cannot be strictly isolated to a single area. For the purposes of this analysis, insights are based on the majority of selections made by respondents, acknowledging that some individuals may be represented in multiple areas.

This data shows minor variations (between 0 – 6 per cent) in support across the various parking management tools across the three key activity centre areas, suggesting that preferences are broadly consistent.



<b>Tool</b>	<b>Carnegie majority</b>	<b>Elsternwick majority</b>	<b>Bentleigh majority</b>	<b>All</b>
<i>No changes should be made</i>	50%	63%	62%	57%
<i>Improve and encourage active and sustainable transport</i>	59%	55%	54%	57%
<i>A review of the current parking limits (on-street, off-street, short-term, long-term)</i>	45%	37%	37%	42%
<i>Better enforcement of parking rules</i>	43%	35%	38%	40%
<i>Online real time parking availability information, powered by sensor data</i>	41%	36%	35%	37%
<i>Analysis of parking space usage, powered by sensor data</i>	40%	34%	33%	36%
<i>Paying a fee for on-street parking (i.e. parking on the road in the spaces next to the footpath)</i>	6%	4%	4%	6%
<i>Paying a fee to park in parking lots (i.e. off-street parking)</i>	6%	4%	2%	5%

**Question twelve: Do you have any other feedback about the above options?**

This was an optional question and asked people to write down feedback. It was answered by 2,346 respondents (**50 per cent**).

Most common sentiments in comments	
Main themes in comments	Common reasons for the themes
 <b>Opposition to user-pays parking</b> (582 people)	<ul style="list-style-type: none"> <li>Negative impact on businesses</li> <li>Financial, social and mental burden on people</li> <li>Perceptions that it's revenue-raising</li> <li>Surrounding shopping areas have free parking</li> <li>Parking is fine as it is</li> <li>It's unfair for rate payers</li> <li>It adds a barrier to accessibility</li> <li>User-pays parking doesn't reflect community values or character of the areas</li> <li>Cars get pushed into residential streets</li> </ul>
 <b>Improvements</b> (341 people)	<ul style="list-style-type: none"> <li>Build more car parking, including multi-storey</li> <li>Improve sustainable and active transport options</li> <li>Prioritise disability and accessibility parking spaces and enforcement</li> <li>Permits for residents and traders</li> <li>Improve enforcement approach</li> <li>Improve parking lot layouts</li> <li>Improve signage to address inconsistencies</li> <li>Change timing restrictions</li> <li>Reduce property development and density</li> </ul>
 <b>Enforcement</b> (150 people)	<ul style="list-style-type: none"> <li>Enforcement is seen as revenue raising</li> <li>Enforcement creates stress for shoppers</li> <li>Inconsistent enforcement across time and places creates uncertainty</li> <li>Enforcement is sometimes seen as sufficient or excessive</li> <li>Increasing enforcement may be an appropriate tool for turnover and revenue</li> <li>Skepticism about technology-based enforcement</li> </ul>
 <b>Sustainable transport</b> (148 people)	<ul style="list-style-type: none"> <li>More frequent, reliable and cheaper public transport would help</li> <li>Walking paths and active transport are important</li> <li>Cycling infrastructure is not sufficient</li> <li>Public transport isn't accessible or equitable</li> <li>Community shuttle bus would help</li> </ul>



-  **Technology** (101 people)
  - Concerns around parking apps and payment systems
  - Skepticism about sensors, online availability and automated enforcement
  - Concerns around cost of implementing technology
  - Concerns on the safety of mobile use while driving
-  **Accessibility** (86 people)
  - Concerns around impacts of changes on vulnerable groups
  - Fairness is a priority for parking
  - Concerns around technological barriers reducing the accessibility of shopping strips
  - Ongoing issues on improper parking in disability spaces
  - More accessible parking would help

#### Representative comments:

*“Whilst I am broadly against the introduction of paid parking, I feel that a review of the time allowed per park and subsequent increase in enforcement (parking inspectors) is not unreasonable. I would also strongly encourage council consider the needs of disabled people and ensure they are prioritised when considering any modifications.”*

*If paid parking must be introduced, avoid reliance on an app as this introduces many vulnerabilities. On-street meters (which ideally also take cash) must remain an option for the elderly and/or people without smartphone access,”*

*“We need a solution that will fix the problem for many, many years. Not just a short-term fix. I'd support the building of a high-rise parking place”*

*“Being required to pay to park will mean I will no visit the area as often. I know many older folks struggle with the parking apps. I would support paid parking (but free if you have a GE registered car / sticker etc (like bay side with beach parking))”*

*“Assessment of parking areas and check if flow of traffic is efficient. Woolworths car park in Carnegie could flow better especially with pedestrian interface into arcade. Carnegie parking ideally should be around the district so pedestrian safety is prioritised withing shopping area.”*

*“I’m sceptical about the idea of parking sensors. It will be sold to people as helping them find a car space but the technology and apps are always poor quality and unreliable due to lack of maintenance. I also think it will just be used for enforcement of parking rather than actually helping people find a carpark.”*

*“They put paid parking into Bridge Rd Richmond and the shopping strip died. Do not have paid on street parking. The carpark out the back of Westpac does have 2 hour and 4 hour*

*parking - maybe you could allocate some parking there for all day that it paid with a ticket, for the people that work in and around the street."*

*"Definitely discourage paid parking. Understand the need to allow for best chance at available parking but, you'll end up angering residents, visitors, and business owners that will point to discouraging foot traffic and lost revenue. Best to have better enforcement of parking rules which means Council will need to hire add'l staff to patrol and monitor and not sure if your budget will allow that kind of expenditure, especially considering other more pressing issues."*

*"The worst parking times are at dinner time, due to Carnegie having so many restaurants, and a higher number of food delivery drivers using cars. Bicycles, Mopeds and Motorbikes are fine. Beyond that, you just need way more parking, the population and visitor numbers are far greater than they used to be."*

*"Having applicable time limits taking in mind the surrounding businesses and how long their customers need to park."*

*"When parking fees are introduced, if on-street parking is retained (which I hope it isn't) the fee should be significantly higher there than off-street. This can change behaviour and promote users to park off-street and support the removal of on-street parking in the future."*

*"The solution to this issue does need to address the fact that Glen Eira is a suburban municipality with a large proportion of residents using cars as their main mode of transport. It also needs to be accessible to people who are older or have mobility issues... consider greater use of disabled parking spots."*

*"Have a time limit for free then charge. Those actually shopping or attending the shops will be able to manage. Try to implement a way to stop apartment and rail commuters parking there."*

*"The only sustainable way to improve parking is by reducing the demand by increasing the amount of trips made by public or active transport. Simply adding more parking will not solve the issue long term. Charging for parking is good, but the funds raised must be used to improve these alternative transport options."*

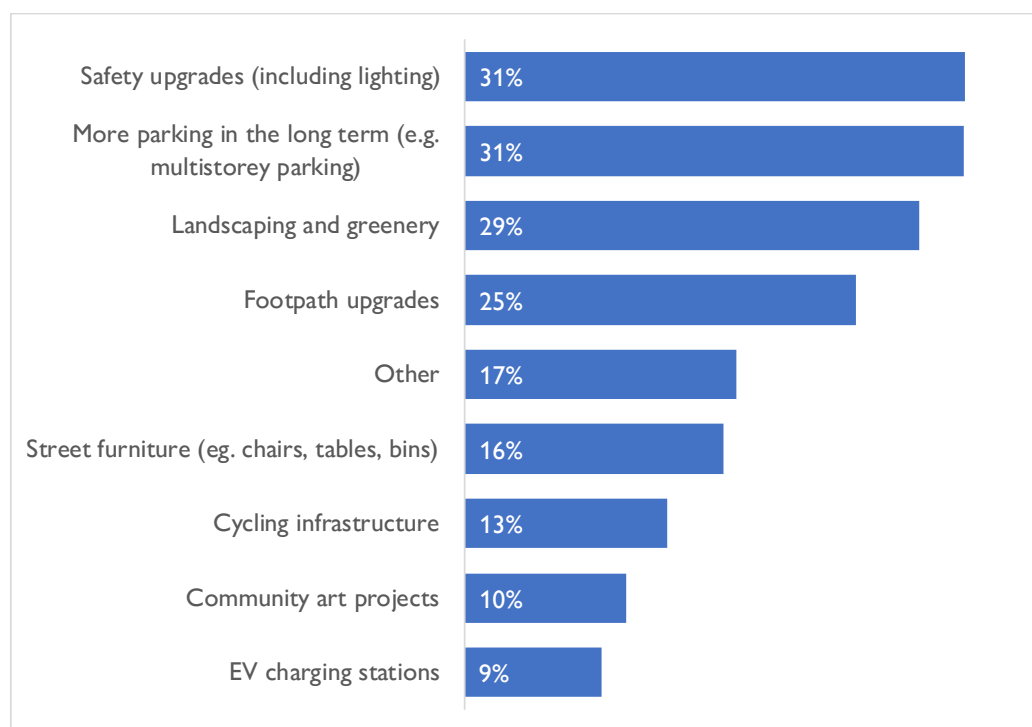
*"There needs to be a whole lot of 5 min parking for picking up takeaway food or just dashing in for one item from a shop, for locals to be able to use all the services conveniently."*

**Question thirteen: If we were to raise money through user-pays parking, which improvements to our shopping strips would you like the money to pay for?**

This was an optional question and allowed people to select multiple options. It was answered by 3,922 respondents (**83 per cent**).

Across the 3,922 respondents, the following options were chosen:

- Safety upgrades (including lighting) — **31 per cent**
- More parking in the long term (e.g. multistorey parking) — **31 per cent**
- Landscaping and greenery — **29 per cent**
- Footpath upgrades — **25 per cent**
- Other — **17 per cent**
- Street furniture (eg. chairs, tables, bins) — **16 per cent**
- Cycling infrastructure — **13 per cent**
- Community art projects — **10 per cent**
- EV charging stations — **9 per cent.**

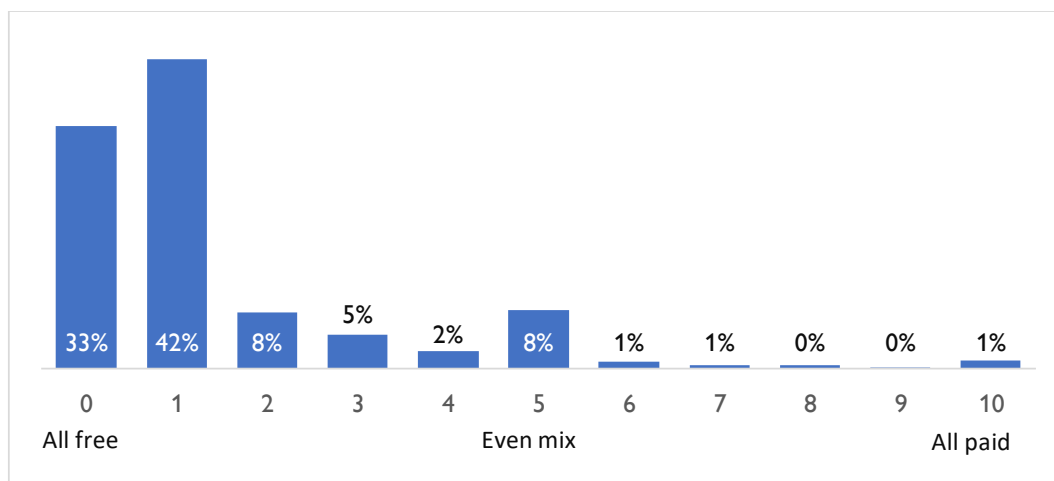


**Question fourteen: To make parking fairer and more accessible, how do you think we should balance user-pays parking and free parking in shopping strips?**

This was a required question. It was answered by 4,690 respondents (**99 per cent**).

Using a slider tool, respondents chose the portion of parking spaces that should be user-pays from all parks are free to all parks are paid using a 0-10 sliding scale. The responses are outlined below:

- 0% to 10% user-pays — **75 per cent** support
- 20% to 30% user-pays — **12 per cent** support
- 40% to 60% user-pays — **11 per cent** support
- 70% to 80% user-pays — **1 per cent** support
- 90% to 100% user-pays — **1 per cent** support.

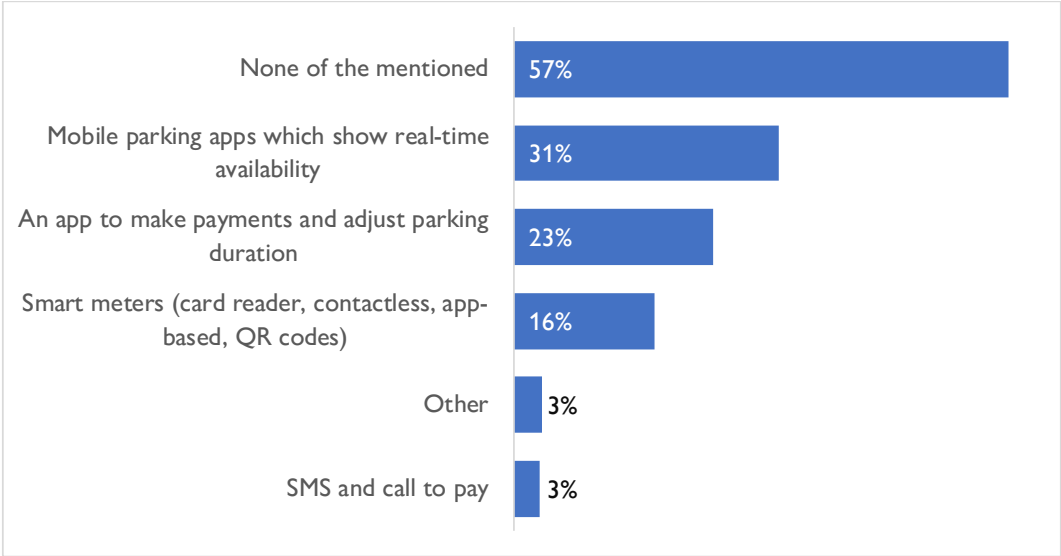


#### Question fifteen: Would you use any of this technology?

This was a required question and allowed people to select multiple options. It was answered by 4,731 respondents (**100 per cent**).

The following answers were chosen:

- None of the mentioned technology — **57 per cent** support
- Mobile parking apps which show real-time availability — **31 per cent** support
- An app to make payments and adjust parking duration — **23 per cent** support
- Smart meters (card reader, contactless, app-based, QR codes) — **16 per cent** support
- Other — **3 per cent** support
- SMS and call to pay — **3 per cent** support.



**Question sixteen: Do you have any other ideas for making parking in our shopping strips fairer, safer and more accessible? (e.g. for people with disability, elderly people, or people visiting their place of worship)**

This was an optional question and asked people to write down feedback. It was answered by 2,099 respondents (**44 per cent**).

Most common sentiments in people	
Main themes in comments	Common reasons for the themes
💡 Accessible spaces (447 people)	<ul style="list-style-type: none"><li>▪ Need more accessible parking spaces close to shops.</li><li>▪ Spaces for elderly, people with prams and young children.</li><li>▪ Concerns about technology barriers for these groups.</li><li>▪ Enforce misuse of disability bays.</li><li>▪ Wider parking bays for accessibility, off-street.</li><li>▪ Improve kerbs, ramps and paths.</li></ul>
💰 Keep parking free (393 people)	<ul style="list-style-type: none"><li>▪ Residents already pay rates – fees seen as revenue raising.</li><li>▪ Keep free parking with time limits to ensure turnover.</li><li>▪ Cost of living pressures make fees unfair.</li><li>▪ User-pays parking will deter locals and harm small businesses.</li><li>▪ First hour or two free could work.</li></ul>

- |  |   |
|--|---|
|  Sustainable transport (320 people) | <ul style="list-style-type: none"> <li>▪ Encourage walking with safer crossings and shade.</li> <li>▪ Add safer bike lanes and secure bike parking.</li> <li>▪ Consider community shuttle or hop-on hop-off bus.</li> <li>▪ Increase bus frequency and reliability.</li> <li>▪ Upgrade tram stops for accessibility.</li> </ul>                         |
|  Enforcement (265 people)           | <ul style="list-style-type: none"> <li>▪ Enforce 1–2 hour limits to improve turnover.</li> <li>▪ Increase parking officer presence and patrols.</li> <li>▪ Manage delivery drivers and e-scooters off footpaths.</li> <li>▪ Crack down on illegal u-turns and dangerous manoeuvres.</li> <li>▪ Standardise and improve signage/line marking.</li> </ul> |
|  More parking (187 people)          | <ul style="list-style-type: none"> <li>▪ Build multi-level or underground car parks near strips.</li> <li>▪ User-pays parking could work in built-up parking; keep on-street free.</li> <li>▪ Expand existing council car parks behind shops.</li> </ul>  |
|  Time restrictions (170 people)   | <ul style="list-style-type: none"> <li>▪ Keep a mix of 1, 2 and 3–4 hour options by location.</li> <li>▪ Add 10–30 minute bays for quick pick-ups.</li> <li>▪ First hour or two free, then pay if staying longer.</li> <li>▪ Reserve premium on-street for short stays, longer off-street.</li> </ul>   |

### Representative comments:

*“Charge for parking for non-residents so that the locals can access the car spaces that they already pay for equitably.”*

*“More disabled parks nearer to shops. Paid parking will make these areas MORE inaccessible for elderly and disabled people”*

*“Have a designated area of modestly priced paid parking that people can choose to use, on street and open car parks to remain free.”*

*“More disabled parks nearer to shops. Paid parking will make these areas MORE inaccessible for elderly and disabled people”*

*“If you do decide paid parking is best, it would be good to be able to pay without downloading an app.”*

*“It is extremely unsafe for the elderly and we need to fix it. Enforcing fines for people not displaying disabled permit but parking in the disabled spots. See it all the time.”*

*“Get rid of parking on street on shopping strips and replace it with public transport and pedestrian amenity. It would bring a lot more people to the shops if they were calm, landscaped open spaces with no cars. Much of Koornang Rd is ideal for this. No one needs to drive and park between Neerim Rd and Egan St. All residences can be accessed via other local roads.”*

*“Parking in our shopping strips is already fair, safe, equitable & accessible.”*

*“Improve footpath quality/levelling to ensure smooth walking or wheeling experience.”*

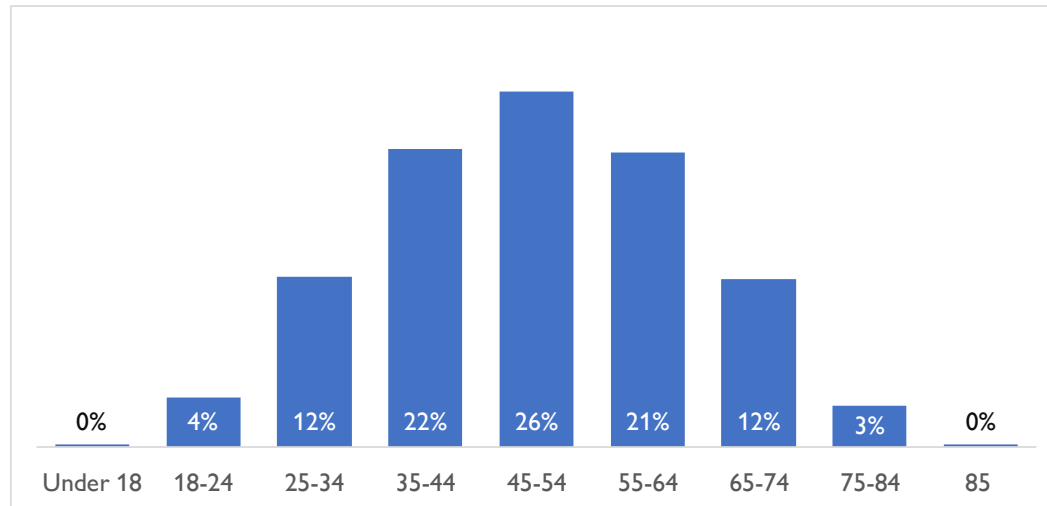
*“Encourage locals to walk and ride bicycles and scooters as a first choice and car when essential. Library events should include this as a reminder with an estimated environment impact per trip.”*

## About you

### Question seventeen: What is your age?

This was a required question. It was answered by 4,731 respondents (**100 per cent**).

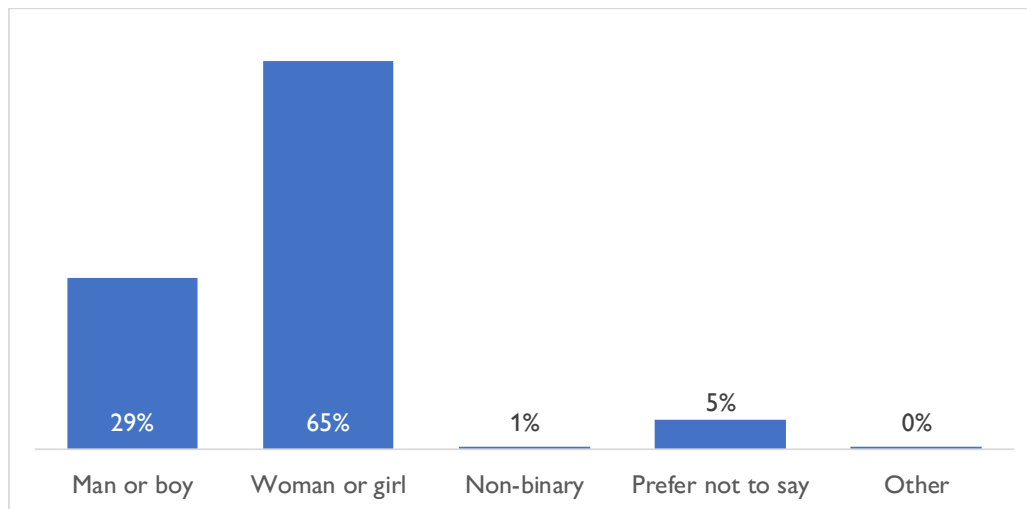
The most significant age range is from 35 years to 64 years (**69 per cent**). The youngest and oldest cohorts held the lowest representation.



### Question eighteen: What is your gender?

This was a required question. It was answered by 4,731 respondents (**100 per cent**).

Women or girls were the most represented (**65 per cent**), followed by men or boys (**29 per cent**).

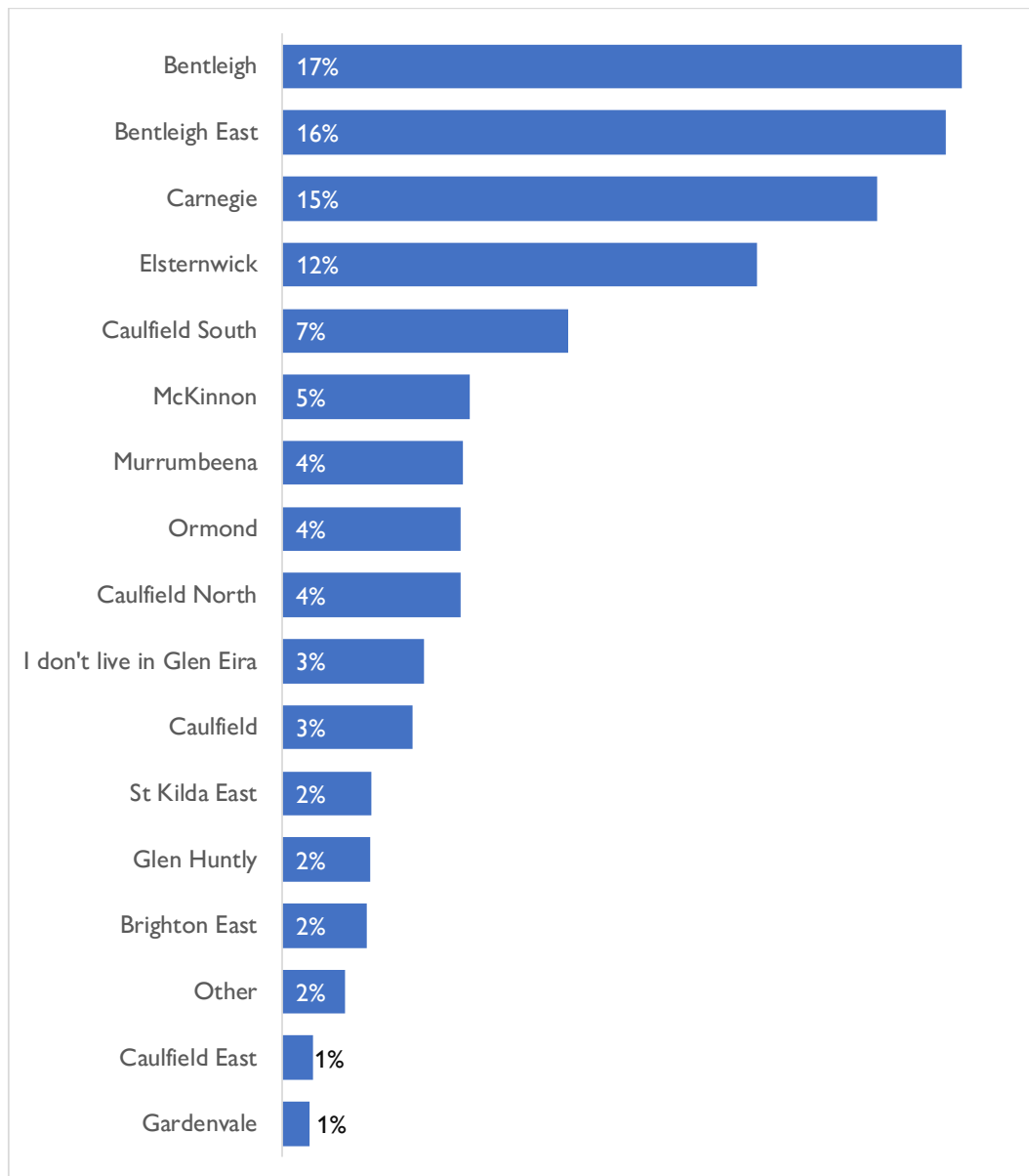
**Question nineteen: What suburb do you live in?**

This was an optional question. It was answered by 4,288 respondents (**91 per cent**).

The highest represented suburbs were:

- Bentleigh (**17 per cent**)
- Bentleigh East (**16 per cent**)
- Carnegie (**15 per cent**)
- Elsternwick (**12 per cent**)
- Caulfield South (**7 per cent**).



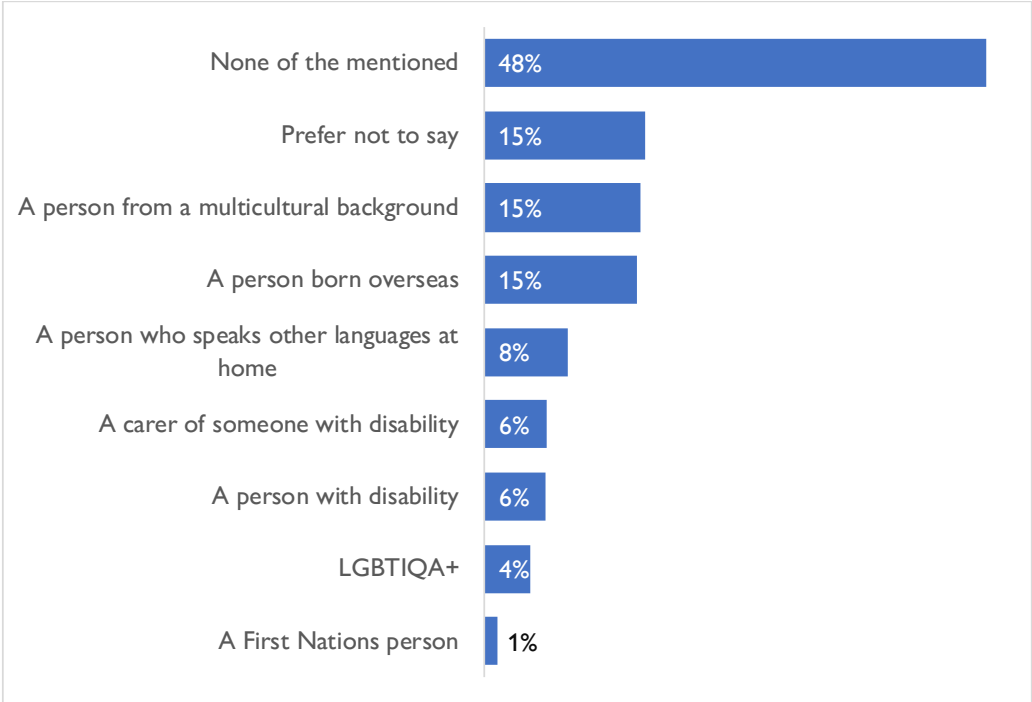


**Question twenty: Do you identify as any of the following?**

This was a required question. It was answered by 4,731 respondents (**100 per cent**).

The highest represented cohorts were people from a multicultural background (**15 per cent**), people born overseas (**15 per cent**), and people who speak other languages at home (**8 per cent**).

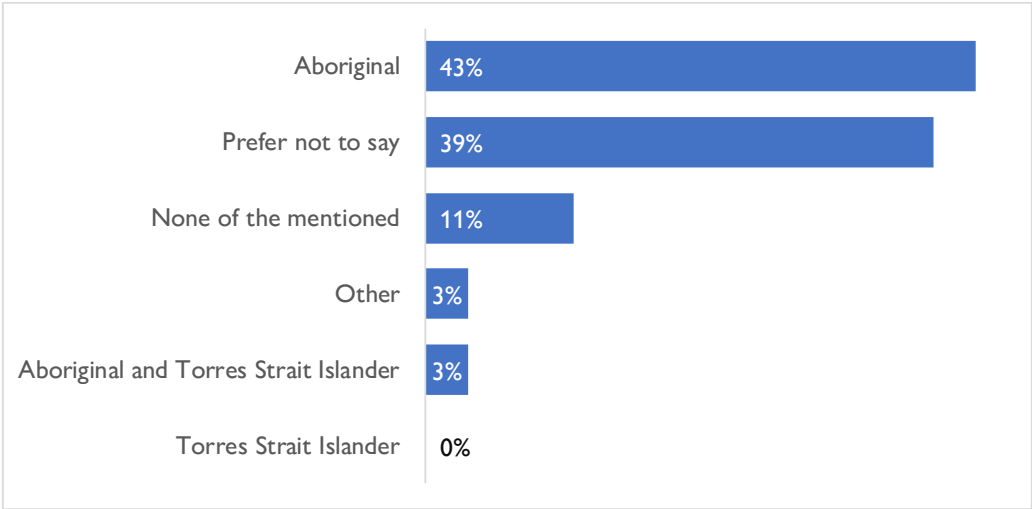
Carers of people with disability (**6 per cent**), people with disability (**6 per cent**), LGBTIQ+ (**4 per cent**), and First Nations people (**1 per cent**) were also represented.



**Question twenty one: Which identity relates to you?**

This was an optional question shown to people who answered as First Nations in question twenty. It was answered by 61 respondents (**1 per cent**).

People who identify as Aboriginal made up **43 per cent** of the First Nations people. **39 per cent** preferred not to say.



**Question twenty two: Which country were you born in?**

This was an optional question shown to people who answered as having born overseas in question twenty. It was answered by 579 respondents (**12 per cent**).

The most common continent regions people were born in:

- Europe – 202 people
- Asia – 127 people
- Africa and Middle East – 110 people
- Americas – 69 people
- Oceania – 46 people

**Question twenty three: Which language/s do you?**

This was an optional question shown to people who said they speak another language in question twenty. It was answered by 488 respondents (**10 per cent**).

The most common languages were:

- Hebrew – 46 people
- Russian – 37 people
- Spanish – 31 people
- Mandarin – 29 people
- Greek – 26 people
- Italian – 22 people
- French – 19 people
- Hindi – 19 people

**Question twenty four: If you would like to be kept informed about this project, you can provide your email here.**

This was an optional question, it was answered by 1,202 people. This information is private.

## Community Focus Group

The focus group consisted of a 2 hour workshop with 19 community members. An expression of interest was promoted through eNewsletters and emails to people who have participated in past Council engagements. Expressions of interest were received from 25 people, and all were invited.

Traders from Elsternwick Traders Association and Bentleigh Traders Association were present.

The group were asked for feedback on eight parking management tools in each of the three parking strips. The following guiding questions were provided:

- What changes to parking management would help?
- How can we make parking safe, fair, and accessible?
- What are our barriers or challenges for better parking management?
- How are the strips different?

The below tables contain the focus group's feedback about parking management tools.

### Koornang Rd, Carnegie – feedback

Tool	Pros	Cons
<i>Improve and encourage active and sustainable transport</i>	Walking as recreation, better air quality, less transport, healthy living, accessible to different residents, parking demand. Limit road speed, eg 30/40 Limit road speed limits eg 30/40	Distance, age, disability
<i>No changes should be made</i>	Change needed, safety, equity, better bike lanes. No \$	Congestion, access, volume of visitors
<i>A review of the current parking limits</i>	Turn overs, late parking hours after 8pm, single hours, review of peak parking times at carnegie, ormond elsternwick. Turnaround for business and residents.	I have doesn't work. Uncertainty
<i>Better enforcement of parking rules</i>	Fairness and leniency in parking times ie impacts to everyone, community	Costly, privacy. Negative customer experience, parking metre safety-oh+s.

	perception in walking from parking area. Maintain turnover.	
<i>Online real time parking availability information, powered by sensor data</i>	Better council management on parking, community bus. Helps avoid fines, relieve congestion, include ec data- air quality & omissions 9ev related)- cost to establish.	Safety concern accessing mobile
<i>Analysis of parking space usage, powered by sensor data</i>	Not necessary. Provide insights on parking behaviour.	Too costly, privacy. Wouldn't work as there is just no spaces around mealtimes.
<i>Paying a fee for on-street parking</i>	Encourage public transport, light turnover. Clientele are low spent, introducing fees will just drive them elsewhere (potentially staying home) as there's already no spaces available. Modify to allow free parking for residents & people with disabilities, low cost.	Disadvantaging low income. Detractor for customers.
<i>Paying a fee to park in parking lots</i>	Encourage public transport, light turnover, 2 yes, 3 no. Improve street scene scape to encourage parking.	Affecting trading traffic, no one policy applies to all wards (9)

**Glen Huntly Rd, Elsternwick – feedback**

<b>Tool</b>	<b>Pros</b>	<b>Cons</b>
<i>Improve and encourage active and sustainable transport</i>	Healthy lifestyle, accessible for all, clearer air, exercise, Reduce congestion.	None. No space for bike paths.
<i>No changes should be made</i>	Less disruption No cost to customers.	None at the moment. Current issues will still exist.
<i>A review of the current parking limits</i>	Changes in community/people can warrant a review. To change parking limits- 1hr from 9am-6.30pm, 2hr from 6.30pm-10pm.	Working as is. I have it doesn't work. No cost to customers.
<i>Better enforcement of parking rules</i>	None. Shouldn't drive away customers away from traders. Higher and better turnover of spaces getting access.	Congestion, people hoggy spot all day, overstaying, inequity. Fines.
<i>Online real time parking availability information, powered by sensor data</i>	Better efficiency, and availability, less cruising and looking for spots. Helps turnover and finding parking availability.	Expensive, encourages illegal driving- using phones, by the time you cynic its gone, inequity for people not familiar with phones. Fines.
<i>Analysis of parking space usage, powered by sensor data</i>	Statistics could be used for enforcement. Monitors activity usage.	Unnecessary, expensive, waste of taxpayers' money. Fear of fines and cost.
<i>Paying a fee for on-street parking</i>	Frees parking places, better utilisation. Paying for parking would likely just drive traffic into residential streets and results in impinging driveways. Turnover better and compliance.	Stress for traders, worried about loss of revenue, more expensive for customers to use businesses. Cost more deterring customers attending shops and restaurants.

<i>Paying a fee to park in parking lots</i>	Better turnover, Bike lanes.	Unfair for traders who paid levy to build those parking lots, bad image from council. Fines and reduce usage and access for shopping and restaurants.
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**Centre Rd, Bentleigh – feedback**

<b>Tool</b>	<b>Pros</b>	<b>Cons</b>
<i>Improve and encourage active and sustainable transport</i>	Healthy lifestyle, exercise, cleaner air	Cost
<i>No changes should be made</i>	Bike lanes on Centre rd, 30km/hr speed limit, Extend tram from either Chapel or Hawthorn rd to centre rd. Remove trees.	Increased congestion, poor air, bad street scape
<i>A review of the current parking limits</i>	Changing community to cater to changing needs, fairer. Suggest trader parking permits. 1hr on main street works for customers but not traders.	Community backlash. Parking finishes 12pm so people park all day from 11am -Footy
<i>Better enforcement of parking rules</i>	Greater turnover, fairer, revenue for council.	Community backlash
<i>Online real time parking availability information, powered by sensor data</i>	Better utilization of parking.	Unfair for people who don't use phones, expensive, possibly dangerous.
<i>Analysis of parking space usage, powered by sensor data</i>	Better data for council to assess use and needs.	Privacy concerns, expensive. Could scare away customers.
<i>Paying a fee for on-street parking</i>	Revenue for council, higher turnover. No Capacity issue.	Backlash, non-progressive fee- effects low-income people more, community perception.
<i>Paying a fee to park in parking lots</i>	Revenue for council, higher turnover.	Backlash, non-progressive fee- effects low-income people more, community perception.

The following comments were also provided by members of the focus group:

- Day parking permit
- Improved lighting for safety
- 2hrs standard limit but 4hr and 1hr
- Myki for commuter car parking
- Increase commuter parking
- Commuter parking – capture true commuter
- Parking to cars ratio the same for new developments
- Ten signs in the activity zone around congestion- people can't park outside their house
- Carnegie – Tensions with drivers fighting for bays and doing illegal things
- Dropoff – 15mins only, 30mins only – sensor for fines
- Biking and walking culture
- Safer bike passage
- Elsternwick exploring signage, encouraging shared space
- Underground parking stackers
- Review of parklets as they are dangerous and take up car parks
- Everyone to have access
- Carer parking and increase accessible parking.



## Trader Association stakeholder engagement

Two targeted stakeholder engagement sessions were conducted with trader associations in Elsternwick and Carnegie.

Council officers met with Elsternwick traders as an item in a Elsternwick Mainstreet Committee meeting on 11 August 2025. A brief overview of the project was presented to the 13 traders present, answered questions and provided channels for further engagement and promotion.

The key topics discussed by the traders present were:

- Concerns around the negative impacts of paid parking on traders
- How neighbouring Councils and shopping areas influence the approach to parking
- Notes that the Elsternwick car parks were originally paid for by the traders
- Concerns about the level of influence traders could have on Council's decisions.
- Questions about sensors and apps, whether they are in use anywhere, and if their main purpose is for paid parking
- Concerns around the justification for implementing parking management tools, and if the parking just needs to be 'tidied up'.

The Carnegie traders engagement session was held on 19 August 2025 and was attended by 12 traders. With a longer, dedicated session available to Council, this session provided a detailed overview of the project with traders, facilitated discussion, and encouraged further promotion to other Carnegie traders. A summary of the feedback received during this engagement session is provided below:

- **Parking enforcement and regulation**
  - Inconsistent enforcement of parking restrictions, particularly on weekends
  - Limited visibility of parking inspectors; concerns about reduced presence
  - Low trader support for increased enforcement due to fines on workers and increased costs to Council
  - Need for clearer signage and consistent restriction times across days and locations.
- **Parking capacity and infrastructure**
  - Strong community support for multilevel car parking to address capacity issues
  - Loss of parking due to infrastructure changes (e.g. level crossings, ramps)
  - Suggestions to convert underutilised spaces (e.g. vacant block on corner Koornang and Neerim Roads) into parking
  - Concerns about higher density residential developments increasing parking pressure.
- **Technology and monitoring**
  - Interest in parking sensors to monitor occupancy and improve enforcement

- Mixed views on paid parking; some prefer it to avoid fines, others oppose it due to impacts on community
- Need for transparent communication about sensor use and data ownership
- Potential to use sensors for better data-driven planning and turnover monitoring
- **Access and turnover**
  - Delivery drivers occupy spaces without restrictions, especially on weekends
  - Requests to convert loading zones into short-term delivery bays or rideshare stops
  - Desire for higher turnover in high-demand areas, especially during evenings
  - Suggestions to extend time limits and standardise them across all days.
- **Public transport and active transport**
  - Encouragement to use public transport
  - Concerns about the limited awareness of train station parking
  - Desire for improved cycling infrastructure and support for active transport
  - Recognition that not all customers can cycle or use public transport.

## Appendix 1

This appendix shows further detail on demographic response rates to question eleven in the online survey.

**Question eleven: With a growing population, more people will want to park in our shopping strips. If it means easier access to parking, which of the following options would you be open to?**

The table below shows age brackets and the proportion of people in that age who either *Support* or *Strongly support* each parking management tool. The age brackets of Under 18 and Over 85 have not been included due to low response rates – 11 people and 9 people respectively.

This data shows some minor variations in support through different ages across all parking management tools. The most significant variation is that younger people (under 35) typically show higher than average support for all tools, with the exception of 'Better enforcement of parking rules'.

Tool	Age bracket							All (4,731 responses)
	18-24 (171 responses)	25-34 (581 responses)	35-44 (1,020 responses)	45-54 (1,216 responses)	55-64 (1,008 responses)	65-74 (575 responses)	75-84 (140 responses)	
Online real time parking availability information, powered by sensor data	59%	52%	40%	33%	31%	33%	31%	37%
Analysis of parking space usage, powered by sensor data	52%	50%	39%	33%	30%	31%	30%	36%
A review of the current parking limits (on-street, off-street, short-term, long-term)	49%	49%	43%	40%	38%	38%	42%	42%
Paying a fee to park in parking lots (i.e. off-street parking)	5%	8%	4%	4%	4%	5%	4%	5%

<i>Paying a fee for on-street parking (i.e. parking on the road in the spaces next to the footpath)</i>	8%	11%	6%	4%	4%	7%	4%	6%
<i>Improve and encourage active and sustainable transport</i>	64%	70%	57%	56%	54%	54%	50%	57%
<i>Better enforcement of parking rules</i>	27%	39%	38%	39%	39%	47%	41%	40%
<i>No changes should be made</i>	49%	42%	56%	62%	61%	57%	59%	57%

The table below shows various demographic cohorts and the proportion of people in that cohort who either *Support* or *Strongly support* each parking management tool.

This data shows notable variations in support from First Nations people and LGBTIQ+ people. First Nations people show lower than average support for the parking management tools, while LGBTIQ+ people show higher than average support. The other demographic cohorts do not show significant variation from the average.

#### Demographic cohort

<b>Tool</b>	<b>A First Nations person (62 responses)</b>	<b>A person with disability (277 responses)</b>	<b>A carer of someone with disability (283 responses)</b>	<b>LGBTIQ+ (208 responses)</b>	<b>Born overseas (690 responses)</b>	<b>Multicultural background (710 responses)</b>	<b>Speaks other languages at home (381 responses)</b>	<b>All (4,731 responses)</b>
<i>Online real time parking availability information, powered by sensor data</i>	27%	38%	35%	54%	47%	47%	51%	37%

<i>Analysis of parking space usage, powered by sensor data</i>	18%	42%	29%	52%	43%	44%	48%	36%
<i>A review of the current parking limits (on-street, off-street, short-term, long-term)</i>	29%	44%	41%	54%	47%	44%	45%	42%
<i>Paying a fee to park in parking lots (i.e. off-street parking)</i>	5%	5%	5%	9%	5%	5%	5%	5%
<i>Paying a fee for on-street parking (i.e. parking on the road in the spaces next to the footpath)</i>	6%	9%	6%	15%	8%	6%	7%	6%
<i>Improve and encourage active and sustainable transport</i>	39%	61%	53%	75%	64%	61%	62%	57%
<i>Better enforcement of parking rules</i>	27%	43%	37%	42%	45%	42%	43%	40%
<i>No changes should be made</i>	68%	46%	59%	36%	50%	54%	53%	57%

The table below shows the main gender cohorts and the proportion of people in that cohort who either *Support* or *Strongly support* each parking management tool.

This data shows that the level of support for parking management tools is slightly higher among men, and notably higher among people who are non-binary or prefer to self describe.

Tool	Gender group			
	Man or boy (1367 responses)	Woman or girl (3095 responses)	Non-binary or prefer to self describe (42 responses)	All (4,731 responses)
<i>Online real time parking availability information, powered by sensor data</i>	41%	37%	50%	37%
<i>Analysis of parking space usage, powered by sensor data</i>	42%	34%	58%	36%
<i>A review of the current parking limits (on-street, off-street, short-term, long-term)</i>	45%	41%	42%	42%
<i>Paying a fee to park in parking lots (i.e. off-street parking)</i>	8%	3%	8%	5%
<i>Paying a fee for on-street parking (i.e. parking on the road in the spaces next to the footpath)</i>	10%	4%	17%	6%
<i>Improve and encourage active and sustainable transport</i>	59%	57%	63%	57%
<i>Better enforcement of parking rules</i>	46%	37%	50%	40%
<i>No changes should be made</i>	50%	59%	33%	57%

The table below shows car users and workers and the proportion of people in that cohort who either *Support* or *Strongly support* each parking management tool.

This data shows that the level of support for parking management tools is notably higher among non-car users, including very high support for active and sustainable transport. Workers show slightly lower support for enforcement and fees, but otherwise are consistent with the average response rate.

<b>Car users and workers</b>					
<b>Tool</b>	<b>Car user (4509 responses)</b>	<b>Non-car user (222 responses)</b>	<b>Business owners (156 responses)</b>	<b>Employees (225 responses)</b>	<b>All (4,731 responses)</b>
<i>Online real time parking availability information, powered by sensor data</i>	37%	46%	32%	40%	37%
<i>Analysis of parking space usage, powered by sensor data</i>	36%	50%	32%	38%	36%
<i>A review of the current parking limits (on-street, off-street, short-term, long-term)</i>	41%	59%	38%	42%	42%
<i>Paying a fee to park in parking lots (i.e. off-street parking)</i>	4%	22%	4%	4%	5%
<i>Paying a fee for on-street parking (i.e. parking on the road in the spaces next to the footpath)</i>	5%	28%	3%	5%	6%
<i>Improve and encourage active and sustainable transport</i>	56%	85%	52%	51%	57%
<i>Better enforcement of parking rules</i>	39%	65%	31%	28%	40%
<i>No changes should be made</i>	59%	24%	60%	55%	57%

## 10.2 CONSIDER AMENDMENT C269GLEN - MONASH UNIVERSITY SIGNAGE CONTROLS

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**Trim No:** 25/1461165

**Attachments:** Nil

### EXECUTIVE SUMMARY

Planning Scheme Amendment C269glen was prepared at the request of Monash University to apply more appropriate signage controls to their land.

At its 8 April 2025 meeting Council endorsed seeking authorisation from the Minister for Planning to prepare Amendment C269glen to the Glen Eira Planning Scheme. Council also endorsed seeking an exemption from the full notice requirements for the amendment.

Council has now completed exhibition of proposed Amendment C269glen.

Four submissions were received during the exhibition period, each from referral authorities. None of the submissions received seek a change to the amendment. As such Council does not need to refer the amendment and submissions to an independent panel and can proceed straight to making a decision on the amendment.

This report considers both Stage 3 and Stage 6 of the standard planning scheme amendment process and recommends Council adopt Amendment C269glen without changes and refer it to the Minister for Planning for approval.

1	2	3	4	5	6
Authorisation	Exhibition	Consider submissions	Planning Panel hearing	Consider panel report	Adoption and approval
Council seeks authorisation from the <b>Minister for Planning</b> to prepare the amendment. The <b>Minister</b> authorises the amendment.	<b>Community and stakeholders</b> are notified and may make a written submission.	Council considers submissions and can abandon, change, or refer the amendment to an independent panel.	Council makes a submission to the panel. <b>Community and stakeholders</b> who lodged submissions during exhibition can make a submission.	Council considers the panel report and can make changes to the amendment, adopt, or abandon the amendment.	If Council adopts the amendment, it is referred to the <b>Minister for Planning</b> for approval. The amendment is gazetted and becomes law if approved by the <b>Minister</b> .



**RECOMMENDATION**

That Council:

1. adopts Planning Scheme Amendment C269glen in accordance with Section 29(1) of the *Planning and Environment Act 1987*;
2. authorises the Manager City Futures to make any changes to the amendment documents in accordance with Council's resolution, and to make any administrative changes or corrections to the documents where the changes do not affect the purpose or intent of the adopted documents;
3. submits the adopted Planning Scheme Amendment C269glen to the Minister for Planning for approval, in accordance with Section 31(1) of the *Planning and Environment Act 1987*; and
4. advises all submitters to the Amendment of Council's resolution in relation to Amendment C269glen.

**BACKGROUND**

Earlier this year, Tract Consultants acting on behalf of Monash University (the University) requested Council prepare a planning scheme amendment for land at their Caulfield Campus at 860-874 Dandenong Road, Caulfield East. Council endorsed the preparation and exhibition of the amendment in April 2025.

Specifically, the amendment proposes to alter the Schedule to the Public Use Zone to vary signage requirements (i.e. the sign category).

The campus comprises a consolidated parcel of land within the Public Use Zone 2 Education (PUZ2), with Category 4 sign controls applied to the land by default. Category 4 represents the most restrictive signage provision under the Victorian Planning Provisions, intended for 'sensitive areas' requiring strong amenity controls.

Given these restrictions, the Amendment proposes to apply Category 1 and Category 2 sign controls to different parts of the University (see Map 1):

- **Category 1** – applied to areas generally west of Princes Avenue ('Area A').
- **Category 2** – applied to areas generally east of Princes Avenue ('Area B').



*Map 1 – Proposed Category 1 (Area A) and Category 2 (Area B) signage controls applying to the University*

The changes to the signage category are required to facilitate the final stages of the Caulfield Plaza retail centre renovation which will require new signage for its future tenants.

Signage controls:

Clause 52.05 of the Glen Eira Planning Scheme regulates signage to ensure that signs and associated structures are compatible with the amenity and visual character of an area, including both its existing and desired future state. These controls prevent excessive visual clutter and disorder while safeguarding the natural and built environment. Additionally, they ensure that signage does not compromise road safety, appearance, or efficiency.

Clause 52.05 defines four categories of signage controls, determined by the zoning provisions of an area. The categories determine if a permit is required for specific sign types or if a sign type is prohibited. Under existing conditions, Category 4 is the most restrictive and sets maximum limitations on signage to preserve the amenity and character of sensitive locations. The categories proposed in Amendment C269glen are:

- **Category 1 – Commercial Areas (Minimum limitation)**
  - To provide for identification and promotion signs and signs that add vitality and colour to commercial areas.
  - No signs are prohibited. Permits required to exceed 8sqm total area of all signs.
- **Category 2 – Office and Industrial (Low limitation)**
  - To provide for adequate identification signs and signs that are appropriate to office and industrial areas.
  - No signs are prohibited. Permits required to exceed 8sqm total area for most sign types.

Category 1 and Category 2 controls are appropriate for the Monash University campus rather than the more restrictive control that currently applies to the land based on the following:

- The campus abuts a retail area at Derby Road meaning signage controls for Area A (western portion) will be consistent with the strip shopping area.
- The site has no residential interfaces. This means no surrounding residential areas will be impacted by signage.
- A planning permit will still be required for most signs including major promotions signs meaning large signs and the proliferation of signage can be controlled.
- Signage will be able to be provided on site to support the Campus in a way that is currently prohibited.

Since exhibition of the amendment, the Victorian Government has made minor changes to signage controls to simplify requirements in certain circumstances. This includes allowing promotion signs within Category 2 areas without a permit provided they relate directly to goods, services, an event or any other matter, that is provided, undertaken or sold or for hire on the land or in the building on which the sign is sited. Even with these changes Category 2 is still considered to be the most appropriate category for the balance of the Monash University campus.

## ISSUES AND DISCUSSION

### Exhibition and consideration of submissions

Authorisation to prepare Amendment C269glen was received from the Minister for Planning on 15 August 2025.

As per Council's request under section 20(1) of the *Planning and Environment Act 1987*, an exemption from standard notice requirements for Amendment C269glen was granted by the Minister for Planning. Specifically, exemption from the notice requirements of s19(2) and s19(3) was approved. This meant no notice would be required in the newspaper or the Government Gazette and notice would be limited to direct letters to adjoining properties and relevant authorities.

Exhibition of Amendment C269glen occurred for four (4) weeks from 23 September 2025 – 23 October 2025.

Exhibition of Amendment C269glen resulted in four (4) submissions. All submissions were from referral authorities.

The submissions are detailed in the table below.

Submission	Summary	Is a change to the Amendment requested?
Submitter 1	No objection	No
Submitter 2	No submission to the amendment – noting it would not result in harm to the environment, human health and amenity as a result of pollution and waste.	No
Submitter 3	No objection	No

Submitter 4	No comments and no submission	No
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Officers have considered all submissions made to Amendment C269glen in line with Section 22(1) of the *Planning and Environment Act 1987* (the Act).

None of the submissions are considered to be frivolous or vexatious or wholly irrelevant under section 23 of the Act.

As none of the submissions sought a change to the amendment, Council must now choose whether to adopt or abandon the amendment.

Adoption of the amendment is now recommended given that the signage controls proposed are considered appropriate for the site and surrounding area and that no submissions were received requesting a change to the amendment.

#### Next steps

Should Council proceed to adopt Amendment C269glen, officers will lodge the amendment with the Minister for Planning for approval.

If the amendment is approved and gazetted by the Minister the signage categories applying to the Monash University land will be altered to Category 1 and Category 2. This will allow appropriate signage to be erected on the campus land subject to permit requirements in line with the specific signage category.

Any permit application for signage on the land will be considered in line with planning policy and any other planning scheme provisions which may apply to the land (e.g. overlay controls).

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

This Amendment will not have any implications on Council's Climate Emergency Response. It is purely administrative changes to the signage controls applying to the University.

#### **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

Monash University will be paying the necessary amendment fees as required which will also contribute to the cost of resources for processing the amendment request.

#### **POLICY AND LEGISLATIVE IMPLICATIONS**

There are no policy and legislative implications from this proposed amendment. Proposed signage will be subject to permit requirements as per the respective signage category for the land in the Public Use Zone.

#### **COMMUNICATION AND ENGAGEMENT**

Officers will inform submitters and Monash University of Council's decision on the amendment and any subsequent decision of the Minister for Planning.

#### **LINK TO COUNCIL PLAN**

Strategic Direction 2: Diverse, welcoming and accessible places  
Our vibrant and clean activity centres support a thriving local economy

#### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

Amendment C269glen will allow more flexibility relating to the ability to erect appropriate signage at the Monash University Caulfield Campus. By varying the applicable signage category controls for the land, the University will be subject to less restrictive sign controls. This will enable them to update signage in the area in line with its existing uses for education and ancillary retail.

Exhibition resulted in no submissions requesting a change to the amendment. Council can therefore immediately proceed to deciding whether to adopt the amendment rather than referring to an independent panel.

It is recommended that Council adopt Amendment C269glen and seek final approval from the Minister for Planning.

### 10.3 FINANCIAL SUSTAINABILITY STRATEGY 2025–2029

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**Trim No:** 25/1474689

**Attachments:** 1. Draft Financial Sustainability Strategy 2025-2029 [↓](#)

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#### EXECUTIVE SUMMARY

Over the past year, we have worked closely with our community to plan for a future that is vibrant, resilient, and financially sustainable. We deliver more than 120 services that support our community every day — from libraries and parks to waste collection, maternal health, and support for our youngest and oldest residents. We want Glen Eira to remain a great place to live and work, with access to valued Council services for generations to come.

This planning has culminated in our recently adopted *Council Plan 2025–2029* which responds to the *Glen Eira 2040 Community Vision* and sets out our strategic directions for the next four years. The *Council Plan* and *Financial Plan 2025–2035* both include a priority for us to develop a *Financial Sustainability Strategy* to guide the decisions we must make to improve our long-term financial position and enable us to deliver on the priorities we've set out in those plans.

To build a detailed understanding of our long-term financial health, we recently commissioned an independent review. This review assessed our financial position and compared us with similar councils in metropolitan Melbourne. The review found that while our current position is financially sound, and we have some strengths - such as robust asset values, strong asset renewal performance, and below-average outstanding rates - our long-term financial health outlook is poor.

There are a range of risks and weaknesses in our long-term outlook, including a deteriorating cash position, increasing cost of debt and very little in reserve. This is significantly impacting our resilience and capacity to respond to unforeseen events or invest in our assets like community infrastructure over the long term. What is clear from the financial review is that our current financial position will decline significantly over the long term if we maintain our current approach.

That's why we are acting now. The *Financial Sustainability Strategy (Attachment 1)* (the Strategy) supports us in evolving our long-term *Financial Plan* to build resilience and flexibility. It sets a clear course to strengthen our financial position and protect the services and infrastructure our community values most.

The Strategy has been informed by community voices, responding to what we heard through the Our Place, Our Plan engagement program this year and through the Our Priorities, Our Future program in 2023. By listening to our community and planning together, we're making decisions now to secure our financial future.

The Strategy will improve our long-term financial position through focusing on five strategic goals:

1. Balance future budgets
2. Boost revenue and drive efficiency
3. Strengthen reserves

4. Manage debt responsibly
5. Build a funding pipeline for capital works.

This approach will protect what matters most and safeguard our financial future. It is not a quick fix. It is a disciplined, long-term approach to managing resources responsibly and we will involve our community at every step.

Some choices will be difficult, but they will be made transparently and with the community's input. This isn't just about balancing a budget. We're making sure Glen Eira remains a great place to live, work and thrive — now and into the future.

## RECOMMENDATION

That Council adopt the Financial Sustainability Strategy 2025–2029 as shown in **Attachment 1** to this report.

## BACKGROUND

In October 2025, Council adopted its *Council Plan 2025–2029* which responds to the *Glen Eira 2040 Community Vision* and sets our strategic directions for the next four years. We also adopted a long-term *Financial Plan 2025–2035*. Both strategic documents recognise and foreshadow that due to a range of external and internal factors impacting Council's financial position, we need to develop a plan to improve our financial sustainability.

To build a detailed understanding of our long-term financial health, we recently commissioned an independent financial review. This review assessed our financial position and compared us with other similar councils in metropolitan Melbourne. The review focused on five key areas:

- Glen Eira's present financial standing
- future forecasts based on existing long-term plans
- opportunities to improve operating net results
- strategic financial levers for consideration
- scenario modelling to understand the impact of various options.

The review gave us a clear picture of where we stand now, how we compare to other councils, and where we need to improve. It found that our current financial position is lower than average but sound and that our cash and working capital are below average but reasonable.

Other key findings — listed in Appendix 1 of the draft Financial Sustainability Strategy (**Attachment 1**) — were:

- Rising debt repayments and low revenue will push our cash and working capital to unacceptable levels over the next 10 years.
- Our working capital ratio of 163 per cent is above the minimum requirement but well below the metropolitan average of 230 per cent. Projections show this could fall below 100 per cent in future years — a critical concern.
- We have very limited discretionary reserves compared to other councils. Most of our reserves are tied to open space, which cannot be used for broader capital or contingency needs.

- We are one of the lowest rating councils in comparison to our neighbours. Rate capping has locked in this gap, and our ability to raise revenue is constrained. Fee income is modest, and while grant funding is strong, it is offset by matching costs.
- Borrowings for major projects, including the Carnegie Memorial Swimming Pool, have increased debt repayments from \$2 million to a forecast peak of \$9 million annually within the next decade. These repayments draw from the same pool of funds needed for capital works.
- We can't maintain current capital works levels under the adopted *Financial Plan*. Without change, our cash position will fall from \$67.4 million to \$10.9 million by 2034–35.

The review concluded that if our financial position were assessed using a credit rating framework similar to banks, as at 30 June 2025, we would fall in the B– to C+ range. For context, this scale runs from A+ (excellent) to C– (marginal). This rating is a point-in-time assessment only, and many indicators are forecast to deteriorate further if we do not act.

In short, while Glen Eira's current financial position is stable, the trend is clear - without decisive action, our financial health will decline to unsustainable levels.

## ISSUES AND DISCUSSION

The draft Strategy (**Attachment 1**) is a decisive and pragmatic response to addressing our financial challenges and our commitment to securing our financial future.

For us, financial sustainability means being able to keep providing the services and infrastructure our community needs most for the long term. Financially sustainability means we can:

- Maintain and renew our \$3 billion worth of assets responsibly — including roads, footpaths, drains, buildings, parks and sporting facilities
- continue to provide valued and high-quality services and adapt as needs change
- have enough in reserve to meet long-term obligations and respond to unexpected events without disrupting day-to-day operations.
- prepare for population increases and development by investing in infrastructure and services that meet future demand.

Right now, our financial position is steady, but it is not sustainable. We do not have enough in reserve to fund our future strategic goals. If we keep doing things the same way, we will not be able to maintain our financial health. That's why we need to act now — to make careful decisions about spending and priorities so we remain strong and ready for the future.

The Strategy emphasises the importance of responsible asset management, focusing on the renewal and maintenance of essential community infrastructure like parks, roads, and facilities. It highlights the need for careful prioritisation of services and ensuring the ongoing quality of community spaces, especially when funding is constrained.

This Strategy sets a clear course to strengthen Glen Eira's financial position and protect the services and infrastructure our community values most.

It focuses on five key areas that work together to address the challenges we face and build long-term resilience.

### 1. Balance future budgets



We will review and reforecast our *Financial Plan* and adjust both capital and operational spending to achieve balanced annual budgets. Put simply, this means our capital works and other expenditure will align with available funding and focus on priorities set in our adopted strategies and plans. In practice, this will require significant reductions in planned expenditure under the current *Financial Plan* to maintain financial stability.

**2. Boost revenue and drive efficiency**

We are committed to strengthening our financial position so we can keep delivering the services and infrastructure our community values most. To do this, we will focus on identifying opportunities to grow and diversify revenue and improve our operational efficiency.

**3. Strengthening reserves**

Building strong reserves is essential for financial resilience. It gives us the flexibility to respond to unexpected events and fund future infrastructure without relying on debt.

**4. Managing debt responsibly**

Managing debt responsibly is critical to maintaining financial stability. While borrowing for major projects like the Carnegie Memorial Swimming Pool was appropriate, repayments are concentrated over a short period, creating pressure on our operating surplus. We will look to reconsider our approach to debt.

**5. Building a funding pipeline for capital works.**

Investing in essential infrastructure is critical to maintaining liveability and meeting community expectations. To do this sustainably, we need to increase the funding available for capital works over the long term without compromising our financial health.

The Strategy will be supported by strong governance, transparency and accountability and will involve ongoing engagement with our community. We will develop a detailed implementation plan that sets out actions, timelines and responsibilities for each strategic focus area. We will keep our community informed and engage with them on decisions that impact them.

## **CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

Council declared a climate emergency in 2021, recognising that climate change poses a serious risk to the health, safety and wellbeing of our community. This Strategy responds to the ambitions in our *Climate Emergency Response Plan* and the investment Council will need to make to ensure we are resilient to the impacts of climate change.

## **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

Under the *Local Government Act 2020*, planning for and managing our finances is one of Council's most important responsibilities — and one of our major strategic risks.

We face significant pressures, including capped rates, rising costs to deliver services, ageing infrastructure and changing community expectations, and population growth that increases demand for services and infrastructure. If we do not plan and act proactively, these pressures will limit our ability to support the community and respond to economic shocks.

We already have strong controls in place, including:

- annual budgeting and long-term financial planning processes to forecast and allocate resources within legislative requirements

- regular financial monitoring and reporting, including monthly and quarterly reviews to identify variances early
- prudent borrowing and liquidity management to maintain strong ratios and debt servicing capacity
- an asset management framework to guide capital investment and lifecycle planning
- oversight from our Audit and Risk Committee to provide independent governance and assurance.

These controls help, but they are not enough on their own. Despite strong governance and financial controls, the risk rating for financial sustainability is projected to move from medium to high if no action is taken. This *Strategy* is a critical action we will take to reduce our exposure to these risks. It will establish a clear, long-term framework to safeguard financial resilience, and set out the key actions we will take to optimising revenue streams, managing expenditure, and prioritising capital investment. It will also guide how we address structural challenges and strengthen our reserves to support future service delivery. Importantly, it will enhance transparency and guide our decision-making.

#### Asset management implications

We manage a diverse portfolio of community assets including parks, libraries, roads, buildings and green infrastructure. Maintaining these assets to a high standard while responding to growth and changing community needs is a key challenge.

Community feedback through the Community Priorities Panel strongly supported a more strategic and inclusive approach to asset management, including co-located services, micro-parks, and better use of underutilised spaces. Our *Asset Plan* will underpin this Strategy to guide how we will maintain assets responsibly and efficiently as well as how we will invest in maintenance and renewals.

### **POLICY AND LEGISLATIVE IMPLICATIONS**

There are several key pieces of legislation relevant to Glen Eira's approach to financial sustainability. The *Local Government Act 2020* is the primary legislative framework, setting out requirements for sound financial management, long-term financial planning, and reporting. It mandates councils to ensure the ongoing financial viability of the organisation and to prudently manage financial risks relating to debt, assets, and liabilities. Additionally, the *Local Government (Planning and Reporting) Regulations 2020* prescribe the content of financial plans, budgets and annual reports, ensuring transparency and accountability.

Other relevant legislation includes the *Victorian Auditor-General Act 1994*, which establishes audit responsibilities and standards; the *Public Interest Disclosures Act 2012*, which supports integrity and transparency in council operations; and the *Local Government (Rating) Act 1962*, which governs the levying of rates and charges. Councils must also comply with broader state and federal laws affecting procurement, employment, and asset management as part of their financial sustainability obligations.

### **COMMUNICATION AND ENGAGEMENT**

The Financial Sustainability Strategy is grounded in what our community told us matters most. Over the past two years, Council has undertaken its most comprehensive engagement programs to date, reaching thousands of residents and stakeholders through Our Priorities, Our Future (2023) and Our Place, Our Plan (2025). These programs were designed to ensure diverse voices informed the decisions that will shape our financial future.

#### How we engaged

Our Priorities, Our Future (2023) focused on understanding what services and infrastructure the community values most and explored options for raising revenue or reducing costs. More than 1,700 residents participated through surveys, pop-ups, postcards and targeted sessions. A deliberative Community Priorities Panel of 35 residents met over four sessions to review Council's financial context, consider expert advice and make recommendations.

Our Place, Our Plan (2025) integrated long-term planning conversations across the *Council Plan, Financial Plan, Asset Plan* and *Climate Emergency Response Strategy*. We held 24 pop-ups and 28 targeted sessions, reaching over 1,500 people in person. We received 1,533 contributions through surveys, ideas cards and social mapping, and reached more than 68,000 people online. A second Community Priorities Panel of 42 residents worked through complex trade-offs across five themes: community wellbeing, social cohesion, accessible places, environmental stewardship and innovation. Both programs were supported by translated materials, interpreter services and digital accessibility tools to ensure inclusion. We also engaged directly with vulnerable groups, including older residents, people with disability and culturally diverse communities.

### What we heard

Across both programs, clear and consistent priorities emerged:

- **Essential services must be maintained**, particularly those supporting vulnerable residents such as maternal and child health and inclusion programs.
- **Fairness and transparency** in how rates are spent and how decisions are made.
- **Regular service reviews** to ensure programs remain relevant and meet changing needs.
- **Smarter use of assets**, improved digital experiences and responsible financial management.
- **Openness to change**, provided it is well communicated and shaped by those most affected.
- Support for exploring **user-pays models**, reviewing underused assets and investigating new revenue streams such as parking, provided these changes are equitable and transparent.

The Community Priorities panel explored a number of potential financial levers Council could consider which are summarised below:

### **Rate cap variation**

The Community Priorities Panels explored whether Council should apply for a variation to the Victorian Government's rate cap. While the 73 per cent support for a rate cap variation fell just short of the 75 per cent to form a recommendation, the conversation confirmed strong interest in fairness and transparency if future rate decisions are needed.

### **Parking revenue**

Residents supported investigating income from public parking, including expansion and enforcement, as a fair way to raise revenue without cutting essential services. This recommendation has shaped current work on parking policy and enforcement models.

### **Strategic property management**

Engagement highlighted the need to make better use of existing assets. This has informed the development of Council's Strategic Property Plan, which aims to optimise community benefit and generate commercial returns where appropriate.

### **Early learning centres (ELC)**

Community feedback supported focusing Council resources on services that deliver the greatest community benefit. This helped inform the decision to exit direct provision of early learning centres, while exploring continuity of care through alternative providers.

**In-home aged care support services**

The decision to transition provision of in-home independent living services to Bayside City Council was guided by community priorities and the need to maintain financial sustainability without compromising essential wellbeing outcomes.

**Communication and engagement to support implementation**

A comprehensive communications plan will support its release and implementation of this Strategy. This will be supported through regular and ongoing engagement with Council's Innovation and Financial Sustainability Advisory Committee, the broader community and those most impacted by decisions Council may consider.

**LINK TO COUNCIL PLAN**

Strategic Direction 4: Innovation and financial sustainability.  
We are financially secure and sustainable.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

The Strategy addresses Council's most significant financial challenges, reflects the voices of our community and sets a clear direction for the next four years. It marks an important step in our collaborative journey towards a thriving and empowered future for the City of Glen Eira.

It is a disciplined, long-term approach to managing resources responsibly. We will involve our community at every step. Some choices will be difficult, but they will be made transparently and with the community's input. As we move towards implementation, we will focus our efforts, build momentum and transparently report on our accomplishments and the impact to our ongoing financial health.



GLEN EIRA  
CITY COUNCIL

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

# Glen Eira City Council

## Draft Financial Sustainability Strategy 2025–2029



**Draft Glen Eira Financial Sustainability Strategy**

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## Draft Glen Eira Financial Sustainability Strategy

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### Acknowledgement of Country

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

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

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



## Draft Glen Eira Financial Sustainability Strategy

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### Message from the Mayor

Over the past year, we've worked with our community to plan for a future that is vibrant, resilient and financially sustainable. Every day, we deliver more than 120 services — from libraries and parks to waste collection, and support residents of all ages and backgrounds.

But rising costs and shifting responsibilities from other levels of government mean we cannot keep doing things the way we always have. While our finances are stable today, they will not stay that way without decisive action. If we continue as we are, we will not be able to maintain the services and infrastructure our community expects.

That's why we are acting now. This *Financial Sustainability Strategy* supports our *Financial Plan*. It sets a clear course to strengthen our financial position and protect the services and infrastructure our community values most. It focuses on five key areas that work together to address the challenges we face and build long-term resilience.

Under this *Strategy*, we will:

- balance our future budgets
- boost revenue and drive efficiency
- strengthen our financial reserves
- manage our debt responsibly
- build a funding pipeline for capital works.

This approach will protect what matters most and safeguard our financial future. It is not a quick fix. It is a disciplined, long-term approach to managing resources responsibly.

We will involve our community at every step. Some choices will be difficult, but they will be made transparently and with the community's input. This isn't just about balancing a budget. We're making sure Glen Eira remains a great place to live, work and thrive — now and into the future.

**Cr Simone Zmood**  
**Mayor, City of Glen Eira**



## Draft Glen Eira Financial Sustainability Strategy

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### Introduction

Over the past year, we have developed our *Council Plan 2025-2029* and other long-term strategies to guide our priorities. We've listened to our community about what matters most — and how we can keep delivering those priorities in the face of growing financial pressure.

Right now, our finances are sound. But if we keep doing things the same way, they won't stay that way for long. Rising costs, external pressures and unexpected events are putting our long-term financial health at risk. Without change, we will not be able to maintain the services and infrastructure our community relies on.

We know some choices may be difficult, but they'll always be made transparently and with the community at the centre, involving them in every step — especially when change directly affects residents, services or local communities.

This *Financial Sustainability Strategy* sets out how we will respond. It works alongside our *Financial Plan* to provide a clear framework for managing resources responsibly and protecting what matters most. Together, these documents show the actions we will take to stay financially strong and ready for the future.

### Purpose of this Strategy

This *Strategy* is our roadmap for resetting our financial future. It shows how we will keep delivering the services and infrastructure our community values most — while staying financially strong for the long term.

It responds to the ambitions in our *Council Plan*, *Asset Plan*, *Climate Emergency Response Plan* and other strategies. It also reflects the findings of an independent review of our financial forecasts and the scenarios we modelled to understand what lies ahead.

This *Strategy* does three things:

- Explains the challenges we face and why we must act now
- Sets out the areas we will focus on to strengthen our financial position
- Outlines the principles that will guide our decisions

This is not just about numbers. It is about making sure Glen Eira remains liveable, inclusive and sustainable. It provides the foundation for future planning and ensures we manage resources responsibly, deliver efficient services and meet our obligations.

We will involve our community at every step. Together, we will make the choices needed to protect what matters most — now and for generations to come.

## Draft Glen Eira Financial Sustainability Strategy

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### About Glen Eira

Glen Eira is a diverse and growing community. Our population is projected to increase by more than 35,000 people by 2045 and housing will expand significantly over the next 25 years. This growth brings opportunities — and challenges — for how we plan, fund and deliver services and infrastructure.

We manage assets worth around \$3 billion, including roads, parks, community facilities and open spaces. We deliver more than 120 services every day — from libraries and maternal health to waste collection and leisure facilities. These services and assets are central to community wellbeing and they require careful planning and investment to maintain.

Our [Community Vision 2040](#) sets out what our community wants for the future: an inclusive, sustainable and connected City. It is built on principles of collaboration, resilience, equity and creativity. These principles guide our *Council Plan 2025-2029* and shape the priorities in this *Strategy*.

As Glen Eira grows, expectations will rise. We need to make sure we can keep delivering what matters most — and that means planning ahead, managing resources responsibly and acting now to safeguard our financial future.

### Our Council Plan strategic directions for 2025–2029

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

Our strategic directions are:

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

### How we plan

We take an integrated approach to planning, guided by our *Glen Eira 2040 Community Vision*. This *Vision* reflects what our community values most — inclusivity, sustainability, wellbeing, creativity and connectedness — and what people want Glen Eira to become over time. You can find more information about our approach to planning in appendix four or on our website.

## Draft Glen Eira Financial Sustainability Strategy

### Our community at a glance

- Glen Eira's population is 161,057 and is projected to grow by 35,738 by 2045<sup>1</sup>
- Glen Eira is predicted to grow by 63,500 residences by 2051<sup>2</sup>
- Our age demographic is expected to change with the fastest growing group anticipated to be seniors with a 22.6 per cent increase by 2031. The 20–24-year age group is the largest single age group increase<sup>1</sup>
- Caulfield North, Caulfield East and Carnegie will have the highest growth in the 0–16-year age group<sup>1</sup>
- Over one third of residents were born overseas<sup>3</sup>
- Glen Eira is home to 90,000+ employed residents<sup>3</sup>
- 4.2 per cent of residents are unemployed compared to 5.3 per cent across greater Melbourne<sup>3</sup>
- Open space is currently 4.4 per cent
- Developers are currently required to contribute 8.3 per cent of the site value to open space funds.
- Tree canopy cover is currently 12.5 per cent with a target of 22 per cent by 2040.
- Glen Eira is currently home to 76 open space reserves with a sum of 186 hectares
- 76% of residents have regular public transport access within 400 metres

### Shaping our future together: community voices at the heart of our Strategy

This *Strategy* is built on what our community told us matters most. Over 2024–2025, we held our largest-ever conversation with Glen Eira residents through *Our Place, Our Plan* — a dedicated engagement program designed to reach people across all suburbs and demographic groups.

We spoke with thousands of people online and in person, and we worked closely with a representative Community Priorities Panel of 39 residents. Their role was to explore the tough questions and provide informed recommendations about what matters most and how we can pay for it.

We heard people want us to:

- Keep providing community wellbeing services at current levels — especially for people who are disadvantaged, older residents, young people, people with disability, and maternal and child health
- Review these services every four years to make sure they meet changing needs
- Make better use of existing assets
- Improve digital customer experiences

On funding and savings, the Panel recommended that we:

- Investigate income from public parking, including expansion and enforcement
- Introduce fair user-pays models for some services

1. [Population forecast – Profile ID](#)

2. [Melbourne Local Government housing targets](#) – Department of Transport and Planning

3. [Australian Bureau of Statistics – 2021 census](#)

## Draft Glen Eira Financial Sustainability Strategy

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- Commercialise Council assets and services where appropriate
- Increase fees and charges for property development
- Find new ways to improve efficiency

These insights shaped the priorities in this *Strategy*. You can read more in appendix two or at [haveyoursaygleneira.com.au/OPOP](https://haveyoursaygleneira.com.au/OPOP).

## Setting the scene

### What does financial sustainability mean to us?

Financial sustainability means being able to keep providing the services and infrastructure our community needs. It involves:

- maintaining and renewing our \$3 billion worth of assets responsibly — including roads, footpaths, drains, buildings, parks and sporting facilities
- continuing to provide valued and high-quality services, and adapting as needs change
- having enough in reserve to meet long-term obligations and respond to unexpected events without disrupting day-to-day operations
- preparing for population increases and development by investing in infrastructure and services that meet future demand.

Right now, our financial position is steady. But our current *Financial Plan* is not sustainable. We do not have enough in reserve to fund future strategic goals or to respond to emerging and changing needs. If we keep doing things the same way, we will not be able to maintain our financial health. That is why we need to act now — to make careful decisions about spending and priorities so we remain strong and ready for the future.

### Why this matters

Under the *Local Government Act 2020*, planning for and managing our finances is one of our most important responsibilities — and one of our major strategic risks. We face significant pressures, including capped rates, rising costs to deliver services, ageing infrastructure and changing community expectations, and population growth that increases demand for services and infrastructure. If we do not plan and act proactively, these pressures will limit our ability to support the community and respond to economic shocks.

### How we're managing risk currently

We already have strong controls in place, including:

- Annual budgeting and long-term financial planning processes to forecast and allocate resources within legislative requirements
- Regular financial monitoring and reporting, including monthly and quarterly reviews to identify variances early
- Prudent borrowing and liquidity management to maintain strong ratios and debt servicing capacity
- An asset management framework to guide capital investment and lifecycle planning

Draft Glen Eira Financial Sustainability Strategy

- Oversight from our Audit and Risk Committee to provide independent governance and assurance

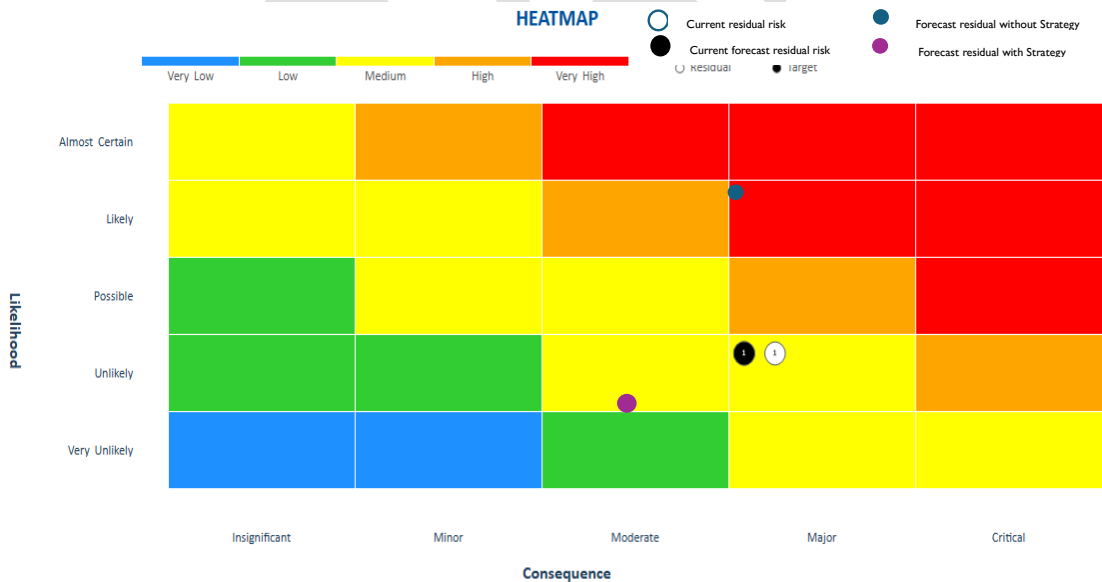
These controls help, but they are not enough on their own. Despite strong governance and financial controls, the risk rating for financial sustainability is projected to move from medium to high if no action is taken. This *Strategy* is a critical action we will take to reduce our exposure to these risks. It will establish a clear, long-term framework to safeguard financial resilience and set out the key actions we will take to optimising revenue streams, managing expenditure, and prioritising capital investment. It will also guide how we address structural challenges and strengthen our reserves to support future service delivery. Importantly it will enhance transparency and guide our decision-making.

As part of implementing this *Strategy*, we will:

- undertake regular scenario planning and stress testing to model economic shocks and policy changes
- improve efficiency through robust service reviews to identify cost savings and optimise delivery
- engage with our community on financial priorities to build understanding and support for sustainable decisions.

The implementation of this *Strategy* is expected to progressively reduce the residual risk to our financial health over the next 10 years.

Current and forecast risk rating from implementing the Financial Sustainability Strategy



What has impacted our current financial position

Like many councils, we face financial strain. Independent reviews and government inquiries confirm that costs are rising faster than revenue, and sustainability indicators are declining across the sector. Several factors have compounded this challenge for us.

## Draft Glen Eira Financial Sustainability Strategy

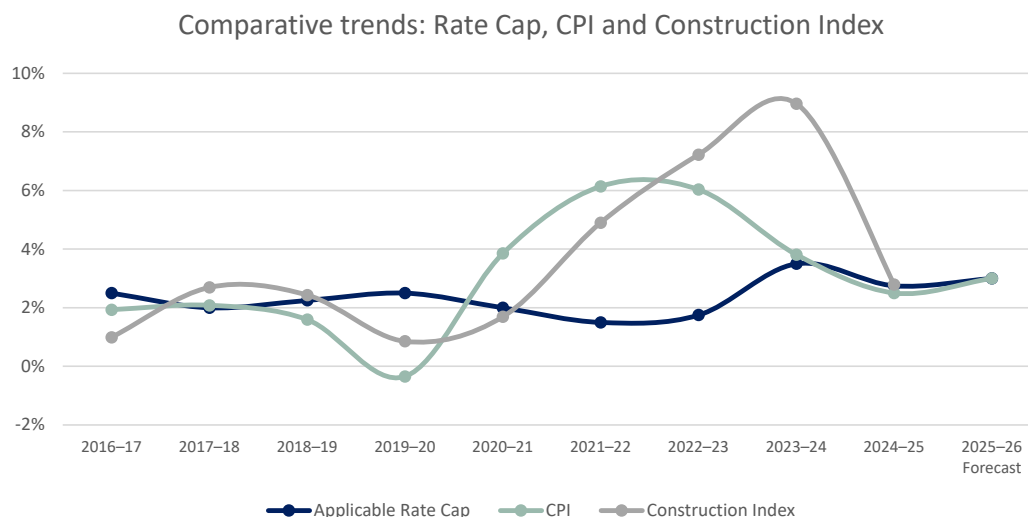
### Rate capping

Introduced in 2016–17 by the Victorian Government, rate capping has applied for 10 years. Initially aligned to CPI, the cap is now set well below CPI even as local government costs rise faster than inflation. CPI does not reflect the costs councils face — such as wages and construction. Over the past four years, infrastructure costs have increased by up to 30 per cent.

CPI does not apply well in the context of local government. It is based on a basket of goods that are not central to what local government purchases. An index that is based on the Wages Price Index and the Construction Costs Index would be a more appropriate indication of local government costs.

Over the past four years, councils have seen a significant increase in the cost of goods and services. This is especially impactful in the delivery of infrastructure projects. In many cases, this has been as much as 30 per cent. Given these cost pressures, the rate cap is now a key factor in the diminishing financial sustainability of most councils.

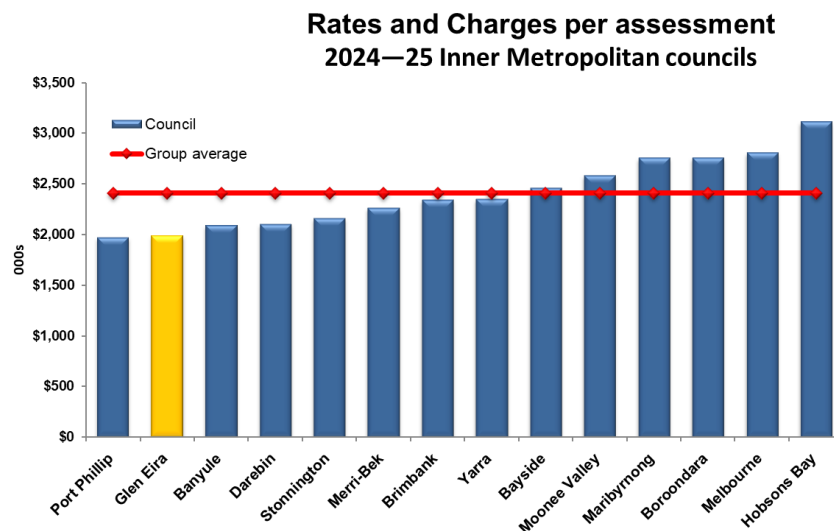
The following graph showing the historical rate caps that have been applied with a comparison to the actual CPI and the Construction Costs Index in those years.



Rate capping has affected all councils, but not equally. When it started, we already had one of the lowest rates in the sector. This lean starting point means rate capping has widened the gap and impacted us more than councils with higher rates.

Our rates and charges per assessment in 2024–25 are among the lowest of all of Melbourne’s inner metro councils. At \$1,986, our rates are far more affordable than our neighbours at \$2,409. Only Port Phillip is slightly lower at \$1,974, while other councils such as Hobsons Bay (\$3,111) and Melbourne (\$2,806) are much higher. This means we are \$423 below the average, making us one of the most cost-efficient councils in the region.

## Draft Glen Eira Financial Sustainability Strategy



### Cost shifting

Responsibilities continue to shift from state and federal governments to councils without matching funding. Other levels of government also continue to introduce new legislation and responsibilities for councils without providing any way for councils to pay for them.

Examples include:

- Mandated emergency management roles with no state funding
- New waste services, such as glass recycling and food organics and garden organics recycling
- Building compliance obligations, including pool safety and combustible cladding

Over recent years, we have absorbed over \$18 million in unfunded service transfers from other levels of government.

### Financial impacts of COVID-19

The pandemic had a lasting financial impact, particularly on metropolitan councils with revenue from leisure services. Glen Eira Leisure was closed for extended periods, and we provided community relief without JobKeeper support. The overall impact was a \$55 million loss, which weakened our cash position.

### Major projects and service changes

Redevelopment of the Carnegie Memorial Swimming Pool cost \$73.78 million, which we funded \$58.8 million through loans. While debt ratios remain within prudential limits, repayments over a short period have intensified financial pressure.

We also exited the direct provision of early learning centres and in-home independent living services which improved long-term sustainability, but transition costs of more than \$6 million affected short-term cash flow.

## Draft Glen Eira Financial Sustainability Strategy

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### Independent reviews confirm the challenge

Recent inquiries and audits reinforce the urgency. For example:

- **Victorian Government's 2024 Inquiry into Local Government Funding and Services** by the Legislative Council Economy and Infrastructure Committee found rising costs, cost shifting and rate capping are key threats to sustainability.
- **Victorian Auditor-General's 2025 Report: Financial Management of Local Councils** concluded that most councils can meet current obligations, but key indicators are trending down, including adjusted underlying results and unrestricted cash.

Benchmarking against 13 inner metropolitan councils revealed we have:

- Financial health rated B– to C+, at the lower end of the group
- Low cash reserves and liquidity below average
- Moderate debt levels but rising repayments
- Low revenue compared to peers, driven by low rates

If we continue with the current *Financial Plan*, our cash position will fall from \$67.4 million to \$10.9 million by 2034–35. This is not tenable. Staying with the adopted *Plan* is not an option. We must act now to reset our financial future.

### Our current financial position

To understand our financial health, we commissioned an independent review and compared ourselves with 13 other inner metropolitan councils across 17 financial indicators.

If our financial position on 30 June 2025 were assessed using a credit rating framework similar to banks, we would fall in the B– to C+ range. For context, this scale runs from A+ (excellent) to C– (marginal). This rating is a point-in-time assessment only and many indicators are forecast to deteriorate further if we do not act.

The health check found:

- **Our current financial position is lower than average** but sound.
- **Our cash and working capital are below average** but reasonable.
- **Rising debt repayments and low revenue will push our cash and working capital to unacceptable levels** over the next 10 years.

Additional findings from the benchmarking review highlight why this matters.

- **Liquidity risk:** Our working capital ratio of 163 per cent is above the minimum requirement but well below the metropolitan average of 230 per cent. Projections show this could fall below 100 per cent in future years — a critical concern.
- **Cash reserves:** We have very limited discretionary reserves compared to other councils. Most of our reserves are tied to open space, which cannot be used for broader capital or contingency needs.
- **Revenue base:** We are one of the lowest rating councils in comparison to our neighbours. Rate capping has locked in this gap, and our ability to raise revenue is



### Draft Glen Eira Financial Sustainability Strategy

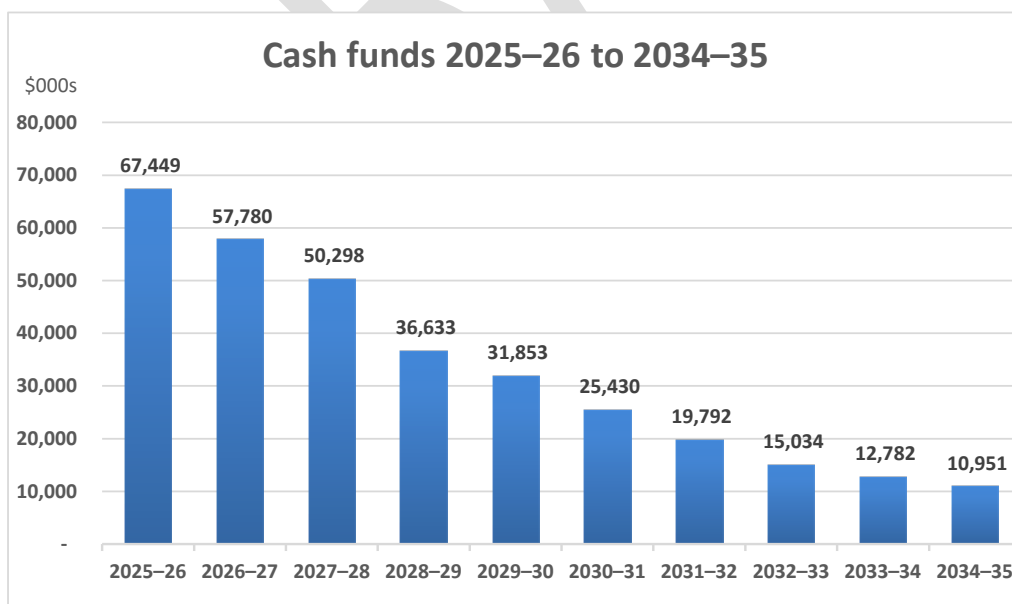
constrained. Fee income is modest and while grant funding is strong, it is offset by matching costs.

- **Debt pressure:** Borrowings for major projects, including the Carnegie Memorial Swimming Pool, have increased debt repayments from \$2 million to a forecast peak of \$9 million annually within the next decade. These repayments draw from the same pool of funds needed for capital works.
- **Capital works strain:** We can't maintain current capital works levels under the adopted *Financial Plan*. Without change, our cash position will fall from \$67.4 million to \$10.9 million by 2034–35.

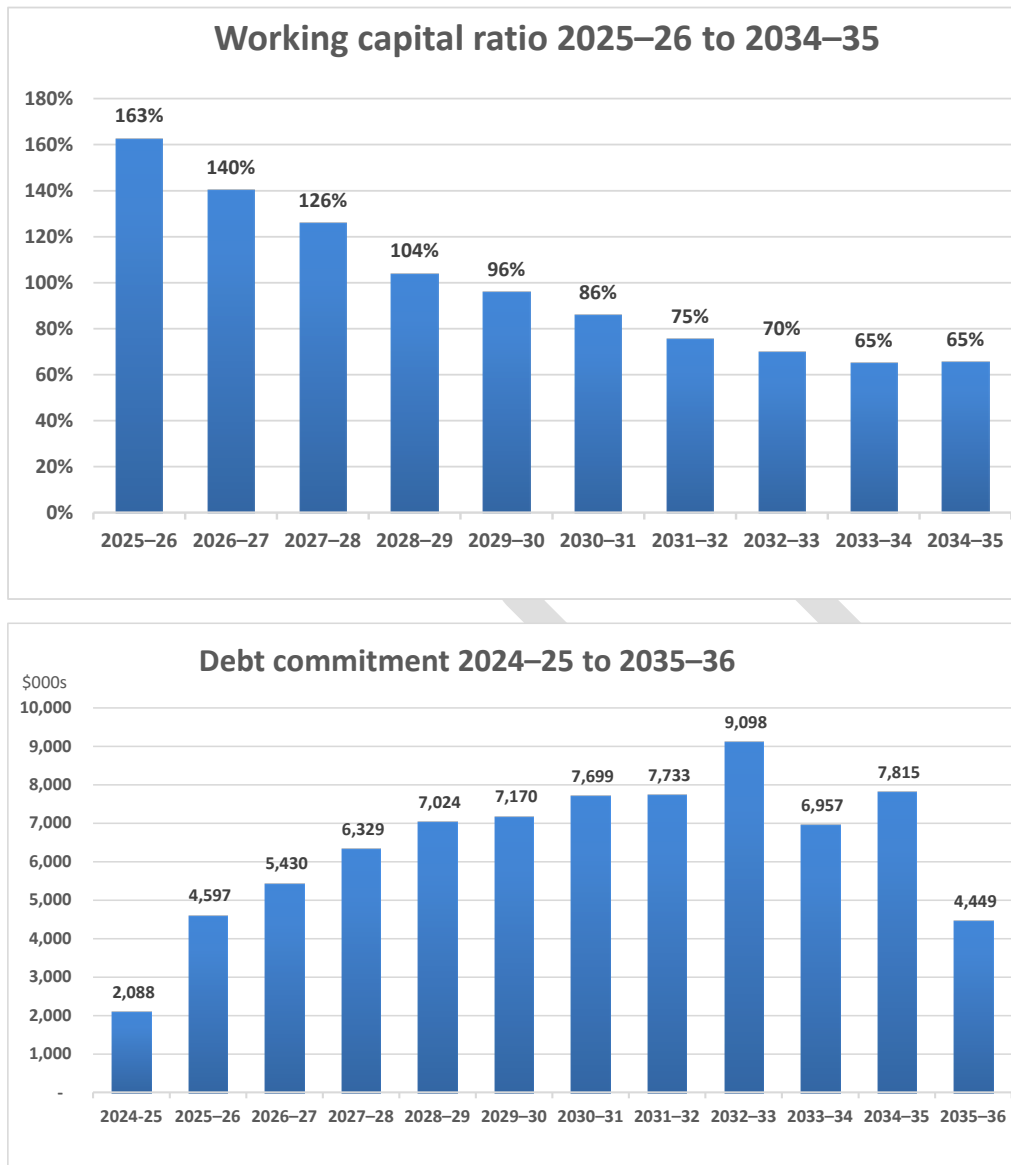
In short, while our current financial position is stable, the trend is clear: without decisive action, our financial health will decline to unsustainable levels. The following graphs provide a clear snapshot of this projected trajectory and the challenges ahead.

- The **cash funds** graph shows a steady erosion of operating surpluses, signalling growing pressure on our ability to fund essential services and infrastructure.
- The **working capital ratio** reveals a downward trend, reducing our capacity to meet short-term obligations and maintain financial flexibility.
- The **debt commitment ratio** highlights an increasing reliance on debt, which will constrain future borrowing capacity and limit investment opportunities.

Together, these indicators tell a consistent story. While we are currently in a sound position, the trajectory is not sustainable. Without intervention, our financial health will deteriorate. This *Financial Sustainability Strategy* sets out the actions required to change that trajectory and secure long-term resilience for our community.



### Draft Glen Eira Financial Sustainability Strategy



Appendix one provides a snapshot of the findings from the independent financial health review.

## Draft Glen Eira Financial Sustainability Strategy

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### Our plan for future financial health: safeguarding our community's financial future

This *Strategy* sets a clear course to strengthen our financial position and protect the services and infrastructure our community values most. It focuses on five key areas that work together to address the challenges we face and build long-term resilience.

We will focus on five strategic goals:

1. Balance future budgets
2. Boost revenue and drive efficiency
3. Strengthen reserves
4. Manage debt responsibly
5. Build a funding pipeline for capital works

#### 1. Balance future budgets

A key foundation of financial sustainability is ensuring our capital and operational budgets reflect what we can afford.

##### What we will do

We will review and reforecast our *Financial Plan* and adjust both capital and operational spending to achieve balanced annual budgets. Put simply, this means our capital works and other expenditure will align with available funding and focus on priorities set in our adopted strategies and plans. In practice, this will require significant reductions in planned expenditure under the current *Financial Plan* to maintain financial stability.

##### Why this matters

Our current *Financial Plan* is not sustainable. Without change, our cash position will fall to unacceptable levels, limiting our ability to deliver essential services and infrastructure. Reforecasting ensures we remain financially sound and ready to meet obligations in the years ahead.

##### What success looks like

- Our financial position is maintained or improved over the life of the *Financial Plan*.
- Liquidity ratios are consistently above target benchmarks, ensuring strong cash flow.
- Operating surpluses are maintained or improved to support reinvestment in priority services and infrastructure.
- Debt levels are managed within sustainable limits, reducing reliance on borrowings.
- Capital works programs are delivered within available funding and aligned to strategic priorities.

#### 2. Boost revenue and drive efficiencies

We are committed to strengthening our financial position so we can keep delivering the services and infrastructure our community values most. To do this, we will focus on increasing revenue and improving efficiency.

## Draft Glen Eira Financial Sustainability Strategy

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### What we will do

- Review how we charge for services and introduce a transparent pricing policy that reflects fair user-pays principles.
- Consider options to address rate capping settings within legislative frameworks.
- Leverage our property portfolio through the *Strategic Property Plan* to generate commercial returns where appropriate.
- Refresh our approach to service reviews so we proactively assess services against community needs and value for money.
- Improve efficiency through smarter ways of working, better use of technology and innovation.

### Why this matters

Our costs are rising faster than revenue. Rate capping limits our ability to increase income and without new revenue streams and efficiencies, we cannot maintain current service levels. These actions will help us protect what matters most while operating responsibly.

### What success looks like

- Operational costs are reduced.
- Revenue from user fees and other sources is increased.
- Our net operating result is improved to support reinvestment in priority services.
- Our property portfolio is generating measurable commercial returns.
- Service reviews are delivering cost savings and improved value for money.

## 3. Strengthen reserves

Building strong reserves is essential for financial resilience. It gives us the flexibility to respond to unexpected events and fund future infrastructure without relying on debt.

### What we will do

- Grow the Strategic Asset Development Reserve to improve future funding for capital works, with a goal of increasing this reserve by at least \$20 million over the next 10 years.
- Establish a contingent risk reserve to provide a buffer for unforeseen events.
- Review and optimise the Open Space Reserve to ensure alignment with strategic priorities and future community infrastructure needs.

### Why this matters

Our current reserves are low compared to other councils and mostly restricted to open space purposes. This limits our ability to fund major projects or respond to emerging risks and emergencies. Strengthening reserves will help us plan ahead and reduce reliance on borrowings.

### What success looks like

- Discretionary reserves are increased by at least \$20 million over the life of the *Financial Plan*.

## Draft Glen Eira Financial Sustainability Strategy

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- A new contingent risk reserve is established and maintained.
- Our Open Space Reserve is reviewed and aligned to strategic priorities.

### 4. Manage debt responsibly

Managing debt responsibly is critical to maintaining financial stability. While borrowing for major projects like the Carnegie Memorial Swimming Pool was appropriate, repayments are concentrated over a short period, creating pressure on our operating surplus.

#### What we will do

- Avoid new borrowings for major capital projects wherever possible, relying instead on building reserves to fund future works.
- Rephase existing loans over a longer period to reduce short-term impacts and spread repayments across the life of the assets.

#### Why this matters

Debt repayments are forecast to peak at \$9 million annually within the next decade. This draws from the same pool of funds needed for capital works and essential services. Rephasing loans and reducing reliance on new debt will ease financial pressure and ensure fairness by matching costs to the benefits enjoyed by the community over time.

#### What success looks like

- Annual principal and interest payments on loans is lower.
- No new borrowings for major projects beyond agreed thresholds.
- Reliance on reserves for future capital funding is increased.

### 5. Build a funding pipeline for capital works

Investing in essential infrastructure is critical to maintaining liveability and meeting community expectations. To do this sustainably, we need to increase the funding available for capital works without compromising our financial health.

#### What we will do

- Align capital works priorities with our *Asset Management Framework* and community needs strategies to ensure investment delivers the greatest benefit.
- Review maintenance and renewal programs to make sure they are fit for purpose and cost-effective.
- Improve procurement and contracting practices to achieve better value for money and reduce costs.
- Advocate strongly for external funding through grants, partnerships and philanthropy, and work with all levels of government and the private sector to secure investment.

#### Why this matters

Our ability to fund capital works is under pressure from rising costs and debt repayments. Without additional funding and smarter procurement, we risk falling behind on essential infrastructure

### **Draft Glen Eira Financial Sustainability Strategy**

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renewal. By leveraging partnerships and improving efficiency, we can deliver more for our community and protect long-term sustainability.

#### **What success looks like**

- External funding for capital works programs is increased.
- Procurement savings are achieved, with measurable reductions in contract costs and improved value-for-money outcomes.
- Capital works program is fully aligned with strategic priorities and the *Asset Management Framework*.

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## Draft Glen Eira Financial Sustainability Strategy

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### Implementation

Delivering this *Strategy* requires clear governance, strong accountability and ongoing engagement with our community. We will develop a detailed implementation plan that sets out actions, timelines and responsibilities for each strategic focus area.

#### How we will implement the Strategy

- Establish clear milestones for reforecasting budgets, service reviews, reserve growth and debt management.
- Integrate these milestones into our annual budget process and long-term financial planning cycle.
- Assign responsibility for each action to our relevant business units, supported by cross collaboration.

#### Governance and oversight

- Our Audit and Risk Committee will provide independent oversight and advice throughout implementation.
- Our Innovation and Financial Sustainability Advisory Committee will provide advice on proposals and options.
- Progress will be reported transparently to us and the community, including through *Gen Eira News* and our website.

#### Community engagement

- We will involve the community in shaping how changes are made, especially where they affect services or local neighbourhoods.
- Engagement will include targeted consultations, online updates and opportunities for feedback at key decision points.

#### Transparency and accountability

- We will publish regular updates on progress, challenges and trade-offs.
- Performance will be measured against the indicators set out under each strategic focus area and results will be shared openly.

This is not just about balancing a budget. It is about making sure Glen Eira remains a great place to live — now and into the future. We are committed to delivering the services and infrastructure our community values most and to doing it sustainably, responsibly and together.

Draft Glen Eira Financial Sustainability Strategy

Appendix one: Independent review of our financial health

To inform the *Financial Sustainability Strategy*, we commissioned an independent expert review of our financial health and requested recommendations to guide our next steps. The information below provides a summary of the review’s findings and proposed actions.

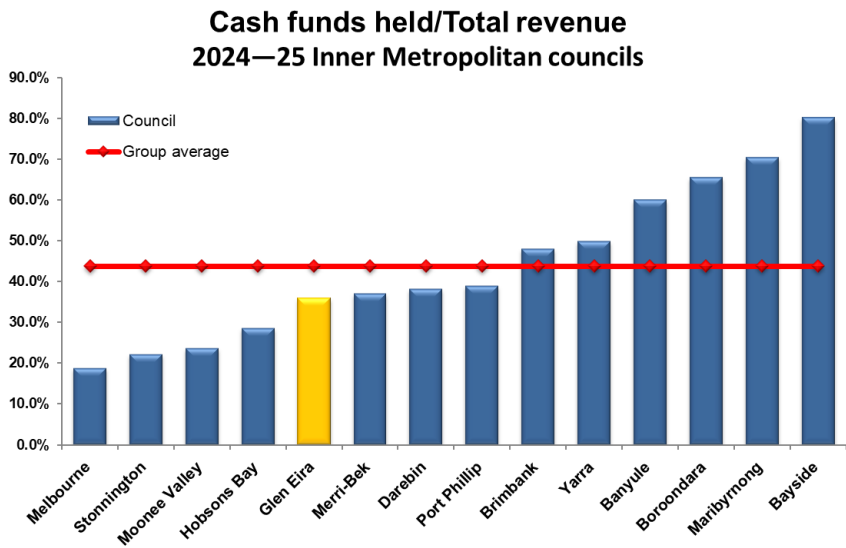
Independent review summary

Overall financial position

- On 30 June 2025, our financial position is sound when considered on its own, but weaker compared to other councils.
- Several key indicators are below average and some important ratios show downward trends.

Assets, cash and liquidity

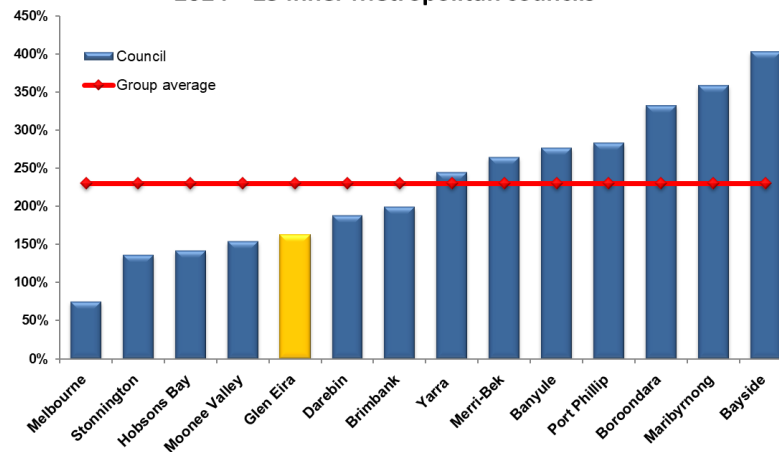
- We hold a strong level of assets. However, differences in how assets, such as land under roads, are valued across councils mean comparisons should be interpreted with care.
- Our cash assets are low compared to other councils, mainly because we have very limited cash reserves. This reduces our ability to respond to unexpected events or fund major capital projects.
- Our working capital (liquidity) ratio is 163 per cent, which is above the minimum requirement but well below the average of 230 per cent. Projections show this ratio could fall below 100 per cent in future years, which is a concern.





## Draft Glen Eira Financial Sustainability Strategy

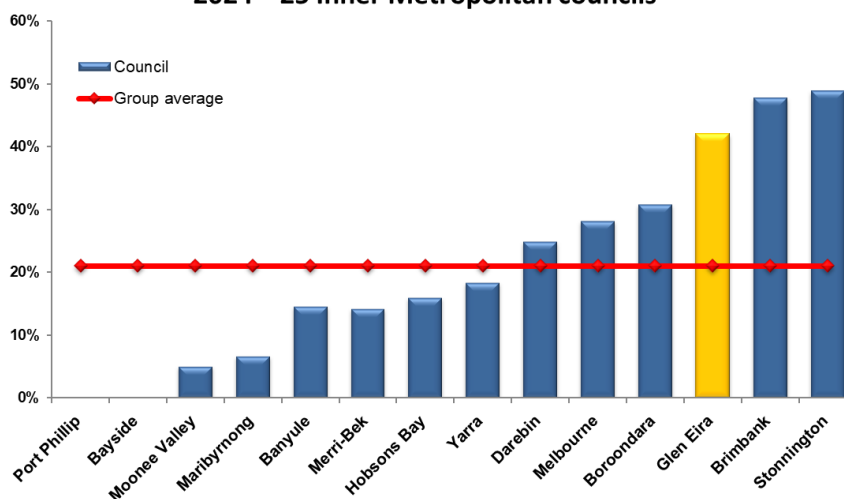
**Current Assets/Current Liabilities  
2024–25 Inner Metropolitan councils**



### Capital works and debt

- We made a strong investment in renewing and upgrading assets in 2023–24, largely due to the Carnegie Memorial Swimming Pool project. This dropped back in 2024–25 and is expected to remain around the minimum 100 per cent level.
- Future capital works may not be affordable, which risks further declines in these ratios.
- Our debt levels are moderate following borrowings for the Carnegie Memorial Swimming Pool. While we still have borrowing capacity, debt repayments are putting pressure on funds available for capital projects.

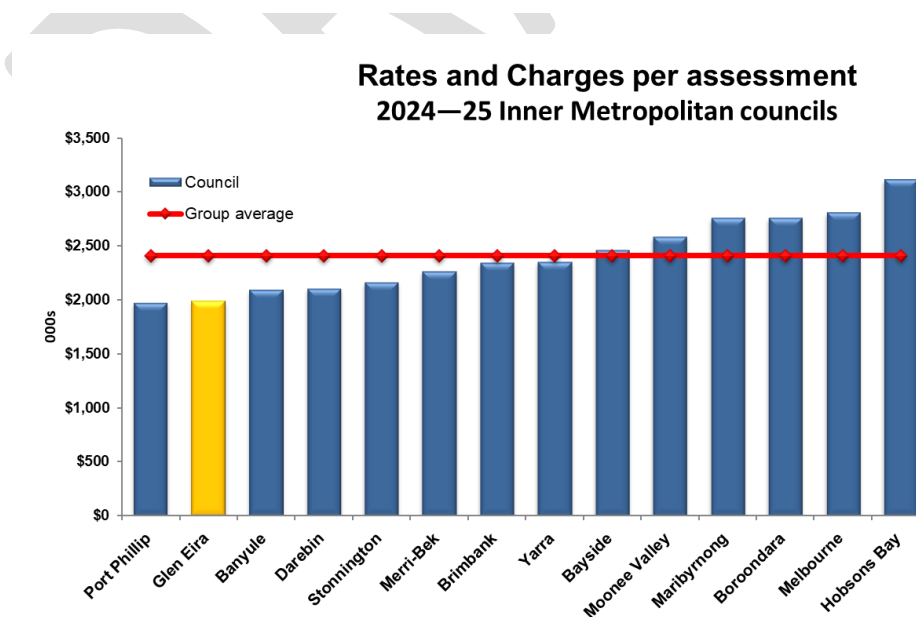
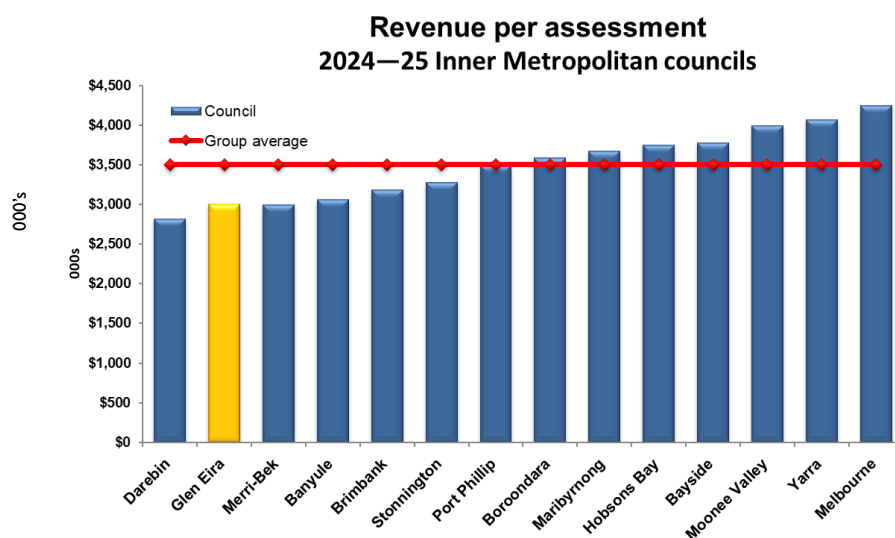
**Total indebtedness as a % of Rate revenue  
2024–25 Inner Metropolitan councils**



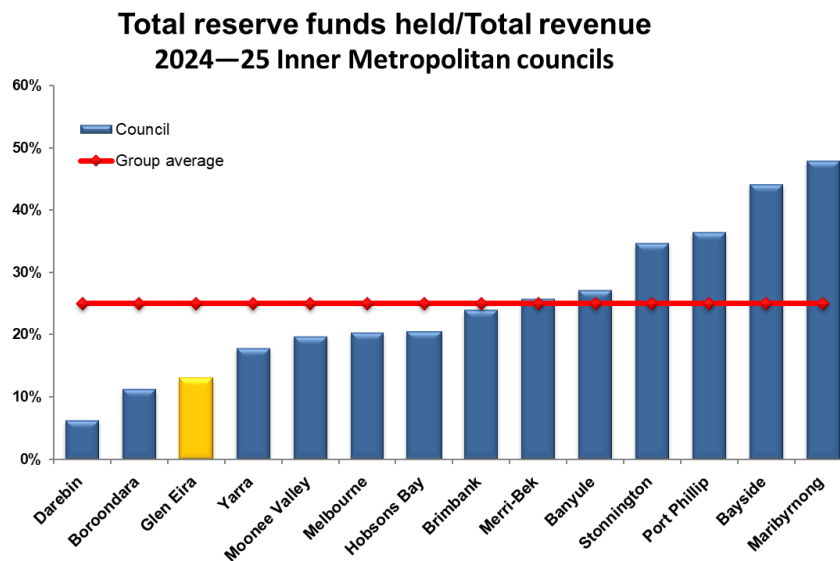
## Draft Glen Eira Financial Sustainability Strategy

### Revenue and rates

- Our revenue per property is well below that of other councils.
- Fee income is boosted by Glen Eira Leisure, but most other councils report this income differently, making direct comparisons difficult.
- Low revenue is mainly due to low rates. We are one of the lowest rating councils in our group, and rate capping has made it difficult to increase this.
- Outstanding rates are below average, which is positive given rising rates debt across the sector.
- Grant revenue is relatively strong but is offset by matching expenses.



## Draft Glen Eira Financial Sustainability Strategy



### Expenditure and service provision

- Our operational expenses are below the average for similar councils, reflecting our lower revenue base.
- We struggle to generate enough surplus from operations to fund capital works or repay debt, which indicates a tight financial position.
- Despite limited revenue, we continue to deliver high service levels to our community.

### Service delivery approach

- We use a balanced mix of direct employment and outsourcing to deliver services, placing us in the middle compared to other councils.

## Independent review conclusions

### Financial health and benchmarking

Independent reviews show that most Victorian councils are under financial strain, with many 10-year financial plans indicating a declining outlook. We face the same external pressures as other councils and started from a comparatively lower financial base before these challenges emerged.

We benchmarked our financial position against 13 Victorian inner metropolitan councils using 17 financial indicators. The assessment resulted in a credit health score of B- to C+, which places us at the lower end of the group.

The benchmarking identified relatively low cash holdings, an adequate but below-average level of liquidity, low reserves, moderate debt levels and a comparatively low level of revenue.

### Managing cash flow and long-term financial sustainability

The review focuses on understanding our accumulated cash position, noting that councils operate as not-for-profit organisations and that this result is pivotal. The accumulated cash result differs

## Draft Glen Eira Financial Sustainability Strategy

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significantly from the annual financial statements prepared under Australian Accounting Standards, which include non-cash items and exclude cash items, such as capital works.

The review found that our accumulated cash position on 30 June 2025 was a small residual surplus of \$4.097 million, which is a positive result. The review then analysed the forecast accumulated surplus over the next 10 financial years based on the *Financial Plan* recently adopted by us.

Despite this better starting point, the review found that across each successive financial year in the *Plan*, we are budgeting for significant cash deficits. The cornerstone of these results appears to be that we are budgeting to maintain a capital works program on par with past performance, despite loan and interest repayments rising from \$2 million to \$9 million over the life of the *Plan*. Debt repayments must come from the same pool of surplus funds as capital works.

Our financial position erodes over the 10-year *Financial Plan* to levels that are not tenable. Our forecast cash holdings fall from a starting base of \$67.4 million to \$10.9 million in 2034–35.

Staying with the adopted *Financial Plan* is not an option. We have a range of decisions to consider changing this outcome, but first and foremost, we must reduce our forecast level of capital works to what is affordable. The review highlights that over the next 10 years, capital spending will need to be reduced by a total of \$54.2 million as a new base starting point.

The review analysed the soundness of the current financial model and assessed it as reasonable in its basis. It is noted that we have an outstanding list of capital projects over the next 10 years that we are unable to fund of approximately \$94 million. This will not be assisted by the new baseline proposal in this review, which reduces current funding levels by \$54 million over the next 10 years, subject to other decisions we make.

### Revenue

While other revenue sources make up a relatively small share of our overall income, interest on investments plays an important role. The review notes that with the forecast reduction in cash levels under the current *Financial Plan*, this revenue source is expected to decline from \$2.2 million per year to just \$328,000. This forecast fall needs to be addressed by maintaining and growing our cash funds.

Our low level of revenue is driven by below-average rating levels and is a key factor behind the equally low level of resources we have available to deliver capital works.

### Reserves

The review highlights the importance of having cash reserves as a source of capital funding and as contingency for adverse financial events. We currently have a low level of reserves compared with other councils and almost all our reserve funds are held in the Open Space Reserve, which can only be used for specific purposes. This means the reserve does not provide broader access to capital funding or contingency.

The review recommends that, where funding allows, we take active steps to grow the Strategic Asset Reserve to \$20 million over the life of the 10-year *Financial Plan*. Inputs into the reserve could come from a policy position of transferring any annual cash surpluses into the reserve, the sale of assets, or direct annual budget allocations.

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### **Debt management and borrowing approaches**

We have delivered a major new facility, the Carnegie Memorial Swimming Pool, for the community. This has come at a significant cost and required us to draw down a moderate level of debt to fund the project.

The review canvasses our use of debt funding. Debt is considered an equitable source of capital funding because it aligns the communities that benefit from the asset with those that contribute to its cost through future rate allocations.

While we have a moderate level of debt, our overall debt ratios remain well within prudential guidelines.

The challenge we face is that all borrowings have been undertaken within a very narrow timeframe. We have moved from virtually no debt redemption to a peak year in 2032–33, when debt repayments and interest costs will total \$9.098 million. This sharp increase, combined with our effort to maintain current capital works levels, is driving annual cash deficits.

### **Service reviews and efficiency**

The difficult decisions we have made to exit two services will deliver financial benefits in the longer term. In the short term, these exits have required us to use cash funds to resource the transition.

We should be committed to conducting periodic service reviews to achieve maximum efficiency and effectiveness.

### **Asset renewal and Property Strategy**

The review notes the importance we have always placed on prioritising asset renewal. This principle is supported, but only to the extent that it can be funded within a balanced cash budget. It cannot come at the expense of our overall financial position. Modelling should be completed to understand the impact on asset renewal budgets if we do not improve any of our revenue or expenditure outcomes.

The work we have done on our *Strategic Property Plan* is extremely important moving forward. We need to continue actively reviewing our property portfolio, and where we can realise some assets, this would be a major step toward providing reserve funds for the future. These funds could help finance the two projects currently scheduled for borrowings.

### **Financial governance and planning frameworks**

There is currently no established framework for assessing our assumptions over time. This framework should be developed for the future.

One example is user fees, which have been forecast to increase at a rate below the estimated rate cap. We should establish a more detailed pricing policy that considers the nature of each fee — whether it is more commercial or provides partial funding for a public service. Commercial fees could be considered for higher annual increases.

## Draft Glen Eira Financial Sustainability Strategy

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### Appendix two: Advocacy and grant seeking context

In a financially constrained environment, advocacy and external grants are essential. We are strengthening how we advocate for funding and policy reform, and how we attract external investment to deliver the services and infrastructure our community values most.

#### Why this matters

As costs rise and responsibilities shift from other levels of government, we need new ways to fund what matters without passing unfair costs to future generations.

Grants and advocacy help us do this by:

- unlocking funding for projects that would otherwise be out of reach
- influencing policy reform to improve outcomes for our community
- building partnerships with government, industry and philanthropy
- reducing reliance on rates and improving long-term financial resilience.

#### What we've secured

In 2023–24, we secured \$28.5 million in state and federal grants — accounting for 13 per cent of total revenue. This included:

- \$9.5 million for capital works, including climate action and active transport
- \$19 million for vital community services
- \$2.3 million for our Active Transport Network
- \$2.5 million to electrify GESAC
- \$300,000 to upgrade Pawfield Park
- \$97,000 for pedestrian safety in Glen Huntly

Our advocacy efforts have also delivered results. In 2024–25, we secured:

- \$900,000 for the Bailey Reserve Softball Pavilion
- \$200,000 for lighting upgrades at King George Reserve
- \$239,155 for a dog park in Mackie Road

These wins reflect years of relationship-building, strategic planning, and community-led advocacy. But we know we can do more.

#### How we're improving

We are investing in a more strategic, coordinated and proactive approach to advocacy and grants. We are also developing a grants framework to support this work.

This new approach is expected to increase annual grant revenue by \$1 million to \$2 million, with potential growth to \$10–20 million over the next decade. It will also improve success rates, reduce compliance risks and enable better tracking and reporting. Some grants require matched funds from us, which can only be achieved by increasing our Strategic Asset Development Reserve.

Each year, we adopt a set of *Advocacy Priorities* to guide our efforts and ensure alignment with community needs. These priorities focus on areas where external support is critical to achieving

### **Draft Glen Eira Financial Sustainability Strategy**

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long-term outcomes, including climate action, active transport, affordable housing, community infrastructure and local economic development. By clearly articulating our priorities, we are better positioned to influence decision-makers, attract investment and deliver meaningful benefits for Glen Eira residents.

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## Draft Glen Eira Financial Sustainability Strategy

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### Appendix three: What we've heard from the community

This *Strategy* is grounded in what our community has told us matters most.

Over the past two years, we've had thousands of conversations with people across Glen Eira — in parks, libraries, shopping strips, online and through our Community Priorities Panels. We've asked big questions about what matters most, what trade-offs people are willing to make, and how we can plan for a future that's financially sustainable, inclusive and community led.

We've done this through two major engagement programs: *Our Priorities, Our Future* in 2023 and *Our Place, Our Plan* in 2025. Each was designed to reach as many people as possible — and to make sure we heard from those who are often left out of these conversations.

#### Our Priorities, Our Future (2023)

In late 2023, we launched *Our Priorities, Our Future* to understand what services and infrastructure our community values most — and how we might raise revenue or reduce costs to protect those priorities. This was a direct response to growing financial pressures and it asked our community to help us make the tough decisions ahead.

We heard from more than 1,700 people through surveys, pop-ups, postcards and targeted engagement. We held 14 pop-ups and had over 2,300 in-person conversations. We reached thousands more online and through advisory committees and stakeholder sessions.

We also convened our first Community Priorities Panel — 35 residents selected to reflect Glen Eira's diversity. Over four sessions, they explored our financial context, reviewed expert advice, and made thoughtful recommendations about how we should prioritise services and manage costs. Their insights helped shape the *Council Plan* and laid the foundation for this *Financial Sustainability Strategy*.

In 2023, the Panel recommended:

- Maintaining community wellbeing services
- Reviewing those services every four years
- Maximising existing assets
- Improving digital customer experience
- Investigating public parking income sources
- Increasing user fees for current services
- Commercialising our assets and services
- Increasing property development fees

Seventy-three per cent of Panel members recommended applying for a rate cap variation to increase rates beyond the rate cap. However, this did not reach the minimum required support level of 75 per cent.

#### Our Place, Our Plan (2025)

In early 2025, we launched *Our Place, Our Plan* — our most ambitious engagement program yet. This time, we brought together all our long-term planning conversations into one integrated process. We asked our community to help shape not just the *Council Plan*, but also our *Financial Plan*, *Asset Plan*, and *Climate Emergency Response Strategy*.



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Between February and March, we held 24 pop-ups and 28 targeted sessions, reaching more than 1,500 people in person. We received 1,533 contributions through surveys, ideas cards and social mapping. We reached 68,000+ people on social media and 44,000+ via Spotify. We made sure our process was accessible — with translated surveys, interpreter support and digital accessibility tools — and we saw higher representation from people with disability than in the Census.

We also convened a second Community Priorities Panel — 42 residents selected through stratified random sampling to reflect Glen Eira's demographic profile. Over five sessions, they tackled complex remits across five themes: community wellbeing, social cohesion, diverse and accessible places, environmental stewardship, and innovation. Their recommendations were thoughtful, balanced and grounded in lived experience — and they've been taken seriously.

In 2025, the Panel recommended:

- Creating versatile community hubs with co-located services
- Prioritising micro-parks and passive open spaces
- Reviewing asset maintenance to include social value and utilisation
- Exploring shared mobility and electric vehicle infrastructure
- Introducing a digital hub for community services
- Facilitating community transport and sustainability hubs
- Encouraging partnerships while maintaining oversight
- Educating the community about digital services
- Ensuring services are inclusive and accessible for all

These recommendations have directly shaped the strategic levers in this *Strategy* — from asset management and service prioritisation, to advocacy, user-pays models and organisational efficiency.

## What we heard

Across both programs, a clear picture emerged.

- Our community wants us to focus on **services that benefit everyone** — like libraries, parks and public spaces. These are places of connection, learning and wellbeing, and they're seen as essential.
- There's strong support for **protecting services that support vulnerable residents** — especially maternal and child health, aged care, and inclusion programs. These are non-negotiable for many.
- People want **fairness and transparency**. They want to understand how rates are spent, how decisions are made, and how they can be involved.
- People are **open to change** — but only if it's fair, well-communicated and shaped by those most affected. Many residents said they'd accept service adjustments if they were consulted and if equity was prioritised.
- There's **support for reviewing underused assets** and exploring fair user-pays models — especially for things like parking. But people want these changes to be designed with transparency and equity in mind.
- We provide a lot — but **not everyone knows what's available**. There's a clear opportunity to improve awareness and impact.

## Draft Glen Eira Financial Sustainability Strategy

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### Closing the loop

Throughout this journey, we've kept our community informed and involved. We've showcased plans, shared updates and reported back on what we heard and how it's being used, because engagement isn't a one-off. It's a relationship. And this *Strategy* is a reflection of that relationship — built on trust, transparency and shared responsibility.

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## Draft Glen Eira Financial Sustainability Strategy

### Appendix four: How we plan

Our *Integrated Planning and Reporting Framework* guides our work and ensures all our strategies and plans align to our *Glen Eira Community Vision 2040* and to our *Council Plan 2025–2029*. Our resourcing strategies provide detail on the financial resources (*Financial Plan, Budget*), physical assets (*Asset Plan*) and employees (*Workforce Plan*) we need to keep delivering essential services and work towards achieving our strategic objectives.

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



This *Framework* also addresses legal requirements that all councils must comply with.

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

We know that effective planning must also be:

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

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

## Draft Glen Eira Financial Sustainability Strategy

### Appendix five: Glossary of terms

Term	Definition
<i>Asset Management Framework</i>	A structured approach to maintaining, renewing, and optimising our assets over their lifecycle.
Asset renewal	The process of repairing or replacing our existing facilities and infrastructure (like playgrounds, footpaths, or community centres) so they stay safe, modern, and useful for community use.
Capital works program	Planned investment in building, renewing, and upgrading our infrastructure and assets.
Capital Works Pipeline	A plan for building, renewing, or upgrading important community facilities and infrastructure — like roads, parks, and buildings — over time. The pipeline helps us prioritise and schedule these projects to meet community needs.
Community Priorities Panel	A group of local residents, chosen to reflect the diversity of Glen Eira, who come together to discuss important issues and provide advice to us. Their recommendations help shape our plans and decisions, ensuring community voices are heard.
<i>Community Vision 2040</i>	Our long-term vision for an inclusive, sustainable, and connected city, developed through community engagement.
Contingent risk reserve	A reserve set aside to provide a financial buffer for unforeseen events or emergencies.
<i>Council Plan 2025u2029</i>	Our four-year strategic plan that sets priorities and guides decision-making.
Debt commitment ratio	This shows how much of our income is used to pay back loans and interest each year. It helps the community see if our borrowing is manageable and not taking away too much from services and projects.
Cost shifting	The transfer of responsibilities from other levels of government to councils without matching funding.
Financial sustainability	Our ability to fund ongoing services, maintain and renew assets, and meet future commitments without unplanned cuts, excessive debt, or unfairly shifting costs to future generations.
<i>Financial Plan</i>	Our long-term financial planning document that sets out projected income, expenditure, and funding strategies over a 10-year horizon.
Grant revenue	Money that we receive from state or federal governments, or other organisations, to help fund specific projects or services. Grants help us deliver more for the community without relying only on rates.
Liquidity ratio	A measure of our ability to meet short-term obligations, calculated as current assets divided by current liabilities.
Open Space Reserve	A restricted reserve that can only be used for open space acquisition and development.

### Draft Glen Eira Financial Sustainability Strategy

Operating surplus/deficit	The difference between the money we receive (like rates, grants, and fees) and what we spend on services and running costs each year. If there's more money coming in than going out, it's a surplus. If more is spent than received, it's a deficit. This helps show if we are spending within our means.
Rate capping	A Victorian Government policy that limits annual increases in council rates to a set percentage, usually aligned to CPI.
Residual risk	The level of risk remaining after implementing mitigation strategies.
Scenario planning	A process of modelling different financial and economic conditions to test our resilience and inform decision-making.
Service reviews	Systematic assessments of our services to ensure they meet community needs and deliver value for money.
Strategic Asset Development Reserve	A discretionary reserve established to fund future capital works and strengthen financial resilience.
<i>Strategic Property Plan</i>	Our framework for managing our property portfolio to optimise community benefit and financial returns.
User-pays principle	A way of setting fees so that people who use a particular service (like a sports facility or parking) pay for it, rather than spreading the cost across everyone. This approach aims to be fair and make sure those who benefit most contribute to the cost.
Working capital ratio	A measure of our ability to pay our bills and meet short-term commitments. It compares what we own (like cash and assets that can be quickly turned into cash) to what we owe in the near future. A higher ratio means Council we are in a stronger position to pay our way.



**GLEN EIRA  
CITY COUNCIL**

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

## **Glen Eira City Council**

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Mail address: PO Box 2424

Caulfield Junction, 3161

Phone: (03) 9524 3333

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

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

### **National Relay Service**

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

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

### **Social media**

#### **Glen Eira City Council:**

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

#### **@cityofgleneira:**

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

#### **LinkedIn:**

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

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

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

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

#### **Glen Eira Leisure:**

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

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

#### **Glen Eira Libraries and Learning Centres:**

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

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

#### **Glen Eira sustainable living:**

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

#### **Glen Eira Youth Services:**

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

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

**10.4 NEW OPEN SPACE - THE ELSTERNWICK CLUB**

**Author:** Matt Barbetta, Coordinator Open Space Planning and Strategy

**Director:** Rosa Zouzoulas, Director Planning and Place

**Trim No:** 25/1284041

**Attachments:** 1. The Elsternwick Club - Final concept design package [↓](#)  
2. Phase Two Engagement Summary Report [↓](#)

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**EXECUTIVE SUMMARY**

The Elsternwick Club site at 19 Sandham Street presents a rare and significant opportunity to create new public open space in an identified gap area of Elsternwick. Beginning with community visioning in early 2025, officers have undertaken two phases of community engagement, assessment of the building and site, a heritage review and tested ideas with a Community Advisory Committee. This has informed a landscape concept plan that reflects community aspirations for a passive space within a garden setting delivering opportunities for casual recreation and play. The plan is strongly influenced by the site's heritage to create a welcoming space where people can meet, gather and connect.

Consultation on the draft concept plan was undertaken in September/October 2025. Feedback received indicates the community is highly supportive of the overall design direction, with requests focused on refinements rather than changes to the core vision. These refinements were workshopped with the project's Community Advisory Committee and incorporated into the final concept plan presented for Council endorsement.

This report presents the community feedback and outlines how the design has been revised to reflect changes considered beneficial and which align to the site's characteristics, heritage and role in providing a unique open space. Endorsing the concept plan marks an important milestone in the realisation of a new park in Elsternwick. The plan provides the opportunity to leverage state and federal funding to assist the delivery of the landscape and renovations to the retained heritage building. In 2026, work will continue to identify the preferred building use, engagement with Traditional Owners on key elements of the design, such as the native planting palette and a public process to establish a formal name for the park. Further detail design will be undertaken when project funding can be secured.

**RECOMMENDATION**

That Council:

1. Endorses the landscape concept plan for the Elsternwick Club open space, as shown in Attachment 1 to this report.
2. Notes the community feedback received during Phase Two engagement, as summarised in this report and detailed in the Community Engagement Report (Attachment 2)
3. Notes the future steps involving further investigations into the preferred use of the building and detail design of the landscape based on the adopted concept plan.
4. Continues to advocate for state and federal funding opportunities as part of our strategic advocacy priorities.

## **BACKGROUND**

### **Site History**

The Elsternwick Club site, located at 19 Sandham Street Elsternwick, formed part of the former Sandham Estate, an 1880s residential subdivision that contributed to the early development of the Elsternwick township. The Victorian Italianate villa, known as Stanmere, was constructed in 1888 and is of local heritage significance.

The original owner of Stanmere was Elizabeth Short. Following her death, the property was sold in 1903, later changing ownership again before being acquired in 1920 by The Elsternwick Club, which had been established in 1898 on Glenhuntly Road.

The Elsternwick Club has played a significant role in the social history of Elsternwick for more than a century. Originally established in 1898 as a private members' club, it later introduced bowls and celebrated its centenary. In recent years, the club merged with the Elwood and Brighton Bowls Clubs and will be relocating to these venues as part of this merger.

As a result of the club's intention to vacate and sell the Sandham Street property, Council purchased the site to address a short fall of open space in Elsternwick in June 2024. Council will take possession of the site in June 2027.

### **Initial Assessments**

Since the sale, Council has undertaken its initial due diligence to help inform the concept plan including:

- site survey and contamination testing;
- cultural heritage assessment;
- structural and building assessments; and
- heritage analysis and updated statement of significance.

Consideration of a cultural heritage assessment was triggered as the site is located within an area of aboriginal cultural heritage sensitivity. Such areas generally relate to existing and former watercourses. Independent advice determined that a mandatory Cultural Heritage Management Plan (CHMP) is not required for the proposed works under the Aboriginal Heritage Act 2006, as the future use of the park does not meet the criteria that would trigger a CHMP.

The heritage assessment of the building (site) produced an updated Statement of Significance to more accurately reflect the architectural and historical significance of Stanmere (1888). Council intends to progress a future Planning Scheme Amendment to introduce the Statement of Significance into the Glen Eira Planning Scheme. This will ensure the heritage values of the site are clearly articulated and provide a stronger statutory basis to guide future conservation works and adaptive reuse of the building.

### **Community Engagement**

#### **Phase one: Community visioning and Community Advisory Committee**

Phase one of the community engagement program focused on community visioning to inform the sites future use and design. This ran for a four-week period from 5 February to 5 March 2025.



Overall, **369** pieces of feedback were received. Feedback highlighted community preference for:

- passive recreation spaces
- nature-based play
- accessible pathways
- striking landscapes
- protection/acknowledgement of heritage values, and
- open lawn for informal activities

This early input informed the design brief for the engagement of a landscape architecture consultants to prepare the concept plan.

### **Community Advisory Committee**

During phase one, Council invited applications from the community to join the project's Community Advisory Committee (CAC) with 10 community members appointed. The CAC was established to provide local knowledge, social and historical insights, and to help critique emerging design scenarios and broader community input. The CAC has played a valuable role in shaping the project and reconciling community priorities to ensure a cohesive design was produced. The CAC met five times during the course of 2025 and was instrumental in shaping the design that responded to community needs and to the unique heritage qualities of the site.

### **Phase two: Draft Concept Plan**

Phase two of engagement ran for a four-week period from 26 September to 26 October. The community were invited to review the concept and share feedback, identifying any gaps, concerns, or opportunities for improvement.

Phase Two engagement commenced late September following Council's endorsement of the draft concept plan on 25 September 2025. The engagement sought community input on the plans through Council's Have Your Say page, pop-up events, and targeted stakeholder conversations.

"The Elsternwick Commons" draft concept envisioned an accessible, green and flexible public space that celebrates and protects the site's 1888 heritage building while creating a park setting unlike any other in Glen Eira. It integrated several distinct garden areas including a flexible open lawn for gatherings and events, and a network of paths, with more intimate or separate spaces that are welcoming to people of all ages and abilities.

A summary of this engagement and feedback is included further in this report. The full Engagement Summary Report is provided at Attachment 2.

Overall, feedback indicated strong support for the design direction, with requests for refinements to the play space, including shade at the junior play area, better lighting and subtle fitness elements. Opportunities to recognise Indigenous history and local heritage received strong support. There were diverse views and requests involving active spaces, water play and BBQs which are addressed in the community feedback section.

## **ISSUES AND DISCUSSION**

### **Revised Concept Plans**

The final concept plan for The Elsternwick Club future open space (Attachment 1) has been informed by two phases of community engagement, along with technical assessments, heritage review, site investigations and input from the Community Advisory Committee.

The final concept plan provides a space that is inclusive, safe and welcoming. Universal accessibility has been embedded throughout the design to support people of all ages and

abilities, alongside Crime Prevention Through Environmental Design (CPTED) principles that strengthen natural surveillance, sightlines and safe movement through appropriate lighting and activation.

The design reflects the values, priorities and aspirations identified through consultation and is guided by a set of core design principles:

- Heritage Protection of Stanmere - The concept restores and celebrates the 1888 Stanmere building, removing non-heritage additions to highlight its significance and strengthen its presence in the landscape.
- Maximising Public Open Space - The design focuses on creating a high-quality, accessible public space that supports wellbeing, social connection and community needs identified through engagement. The large lawn area responds appropriately for open and flexible public space.
- Environmentally Sustainable Design - Increased canopy, native planting, permeability and WSUD opportunities embed sustainability, biodiversity and climate-resilience principles.
- A Unique Community Place - The site offers a rare opportunity to create a distinctive park that integrates heritage, landscape, play and a potential future building use that complements the park.

### Community Feedback

Phase two community engagement took place at the 'Consult' level on the IAP2 Spectrum with the aim of identifying any gaps, concerns, or opportunities for improvement in the concept design. A range of communication channels were used to reach Elsternwick residents and the broader Glen Eira community as well as a variety of online and in-person engagement methods to gather community feedback.

The community could submit feedback through:

- a Have Your Say Glen Eira web page with an online quick poll, social map, and survey
- five in-person pop-up events
- contacting the engagement team directly by phone, email or mail

In total we received **292** pieces of feedback comprised of:

- **30** survey submissions through the Have Your Say platform.
- **154** quick poll votes through the Have Your Say platform and at pop-up events.
- **14** social map posts.
- **73** pop-up comments.
- **16** Instagram story responses.
- **Five** email submissions.

Three targeted engagement sessions were held with key stakeholders and demographic groups, including:

- Youth Engagement Team (11 members, aged 18–25)
- Sholem Aleichem College (30 students, aged 11–12)
- Disability Reference Committee (Five members)

### Who we heard from

Demographic information was gathered through the online survey only. The majority of survey respondents are from Elsternwick (63 per cent). Women accounted for 63 per cent of survey respondents, followed by men who made up 37 per cent.

The top age groups are 35–44 and 55–64 (27 per cent each), and 45–54 (20 per cent).

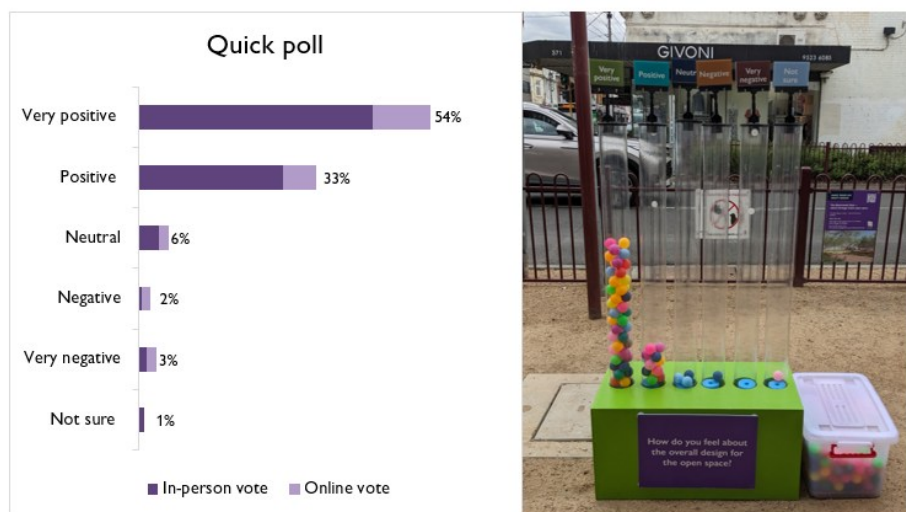
Of the survey respondents, 23 per cent are from a multicultural background and 10 per cent were born overseas.

### What we heard

#### **Quick poll**

The quick poll survey asked one simple question: *How do you feel about the overall design for the open space?*

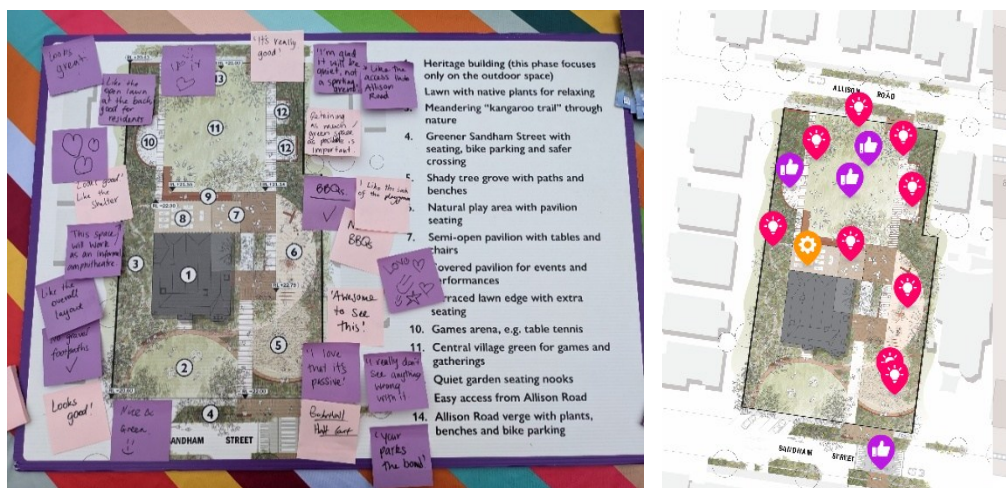
- 54 per cent felt *very positive*
- 33 per cent felt *positive* about the design.



#### **Social Map tool**

The map tool allowed community members to share comments directly on the draft design. They could participate online or at pop-up events.

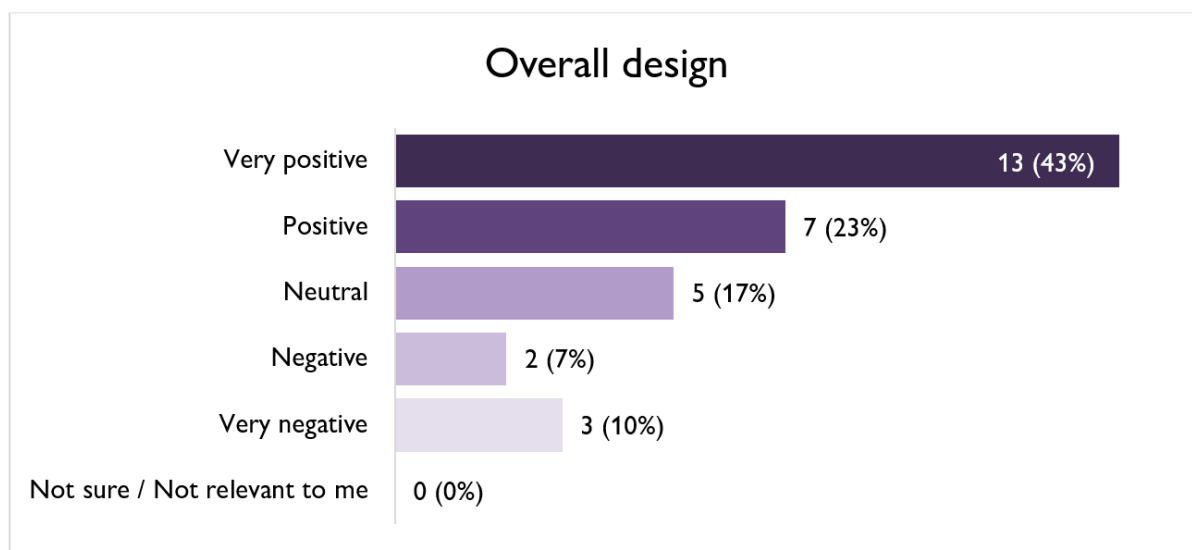
- **60 per cent** of comments shared what they *liked*:
  - 63 per cent shared broad support for the design
  - 19 per cent liked the emphasis on open space and greenery
  - 3 per cent felt the design supports resident amenity (e.g. noise buffer considerations)
  - 3 per cent liked the proposed play space
  - 3 per cent appreciated the flexible spaces and easy movement
- **39 per cent** of comments shared *new ideas* or *suggested improvements*:
  - 38 per cent suggested extra amenities like BBQs, rubbish bins, and toilets
  - 18 per cent related to improving safety and accessibility
  - 18 per cent requested sporting facilities (e.g. tennis wall)
  - 18 per cent suggested changes to the play space.



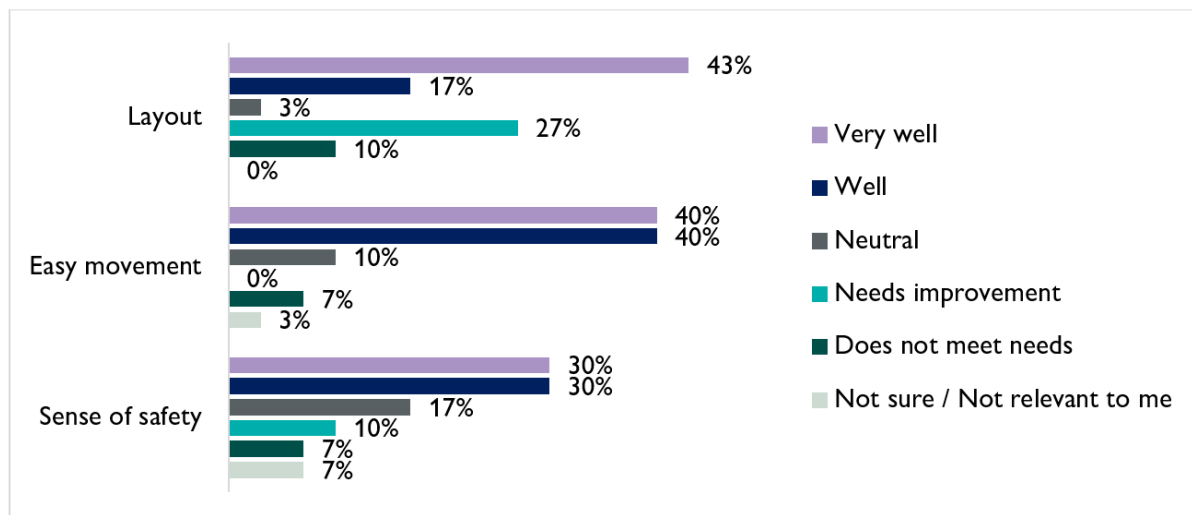
## Survey

The survey was designed to gather detailed feedback on the draft design.

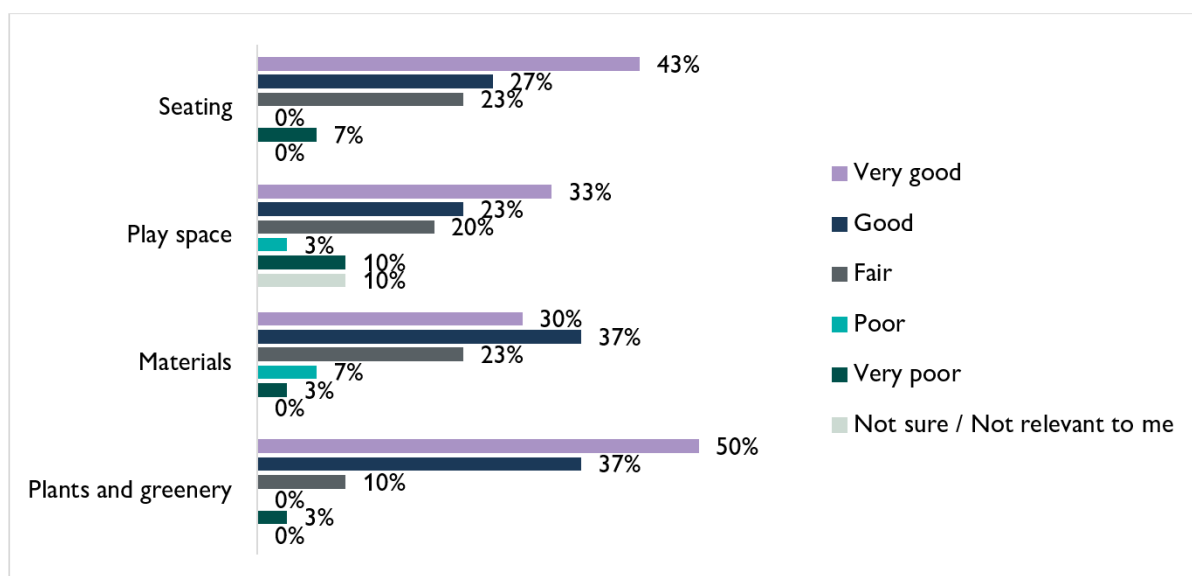
- Most respondents felt positive about the draft design.
  - 43 per cent said they feel *very positive*
  - 23 per cent said they feel *positive*.



Respondents were asked how well they felt the design addressed community needs in terms of layout, easy movement and sense of safety.



Respondents were asked what they thought of specific site features including seating, the play space, materials, and plants and greenery.



### Targeted engagement

- Youth Engagement Team: Feedback prioritised places to sit and relax, greenery, and safety. Supported open layouts and native planting.
- Sholem Aleichem College: Valued nature, play space, open lawns, and seating. Suggested more play equipment, sports facilities, water features, and shade.
- Disability Reference Committee: Provided feedback on access and inclusion, to be further considered in the detailed design phase.

The full community feedback report is provided at Attachment 2.

### Response to community feedback

Community feedback on the draft concept was highly supportive, with respondents expressing strong endorsement of the landscape-led approach, protection/restoration of the

Stanmere building, significant planting and canopy trees, nature-based play, and the emphasis on passive recreation.

Feedback has also helped refine several elements of the design, including shade provision, seating diversity, lighting, material reuse, and opportunities for subtle fitness elements.

The following section highlights the key themes raised through the second round of engagement, along with design considerations and a design response.

<b>Common Themes - Feedback Received</b>	<b>Considerations</b>	<b>Design Response</b>
Shade over junior/toddler play area. Can more natural shade be provided.	Natural shade is ideal and can be provided through advanced trees. Built shade structures should be context-appropriate and incorporated into the architecture of the play space.	Include shade, particularly focussed on the junior play area.
Interest in informal, subtle fitness elements.	Low-impact, exercise and activity elements could be incorporated into some of the ancillary spaces throughout the park	Incorporate low-impact fitness/activity elements. Active spaces or major sporting equipment not considered suitable to the passive function of the park.
Lighting	Broad area lighting may impact biodiversity and amenity on neighbours. Lighting can introduce unwarranted night-time activity.	Ensure the heritage building and key north south path from Sandham St to Alison Rd is lit.
Play space: Looks like a lot of equipment provided, explore climbing wall and more nature/sensory play, show examples.	Supported.	Refine layout to incorporate climbing elements and nature play, examples of equipment to be provided in design package.
Provide varied seating (backs/armrests/heights); have a mix of individual and social seating; paired tables.	Supported. Seating diversity aligns with inclusive principles.	Incorporate diverse seating types and placement, particularly seating with backs.
Grove concept supported. Concern with full gravel surface under the trees and lack of understorey.	Supported.	Refine surfacing; increase understorey/habitat planting.
Embed Indigenous and local	Supported. First Nations input	Traditional Owner

heritage.	into interpretive signage, park naming and plant selection important in next steps. Built heritage also important.	engagement will support this approach.
Water play/features	Not supported. Water quality/safety/maintenance issues; poor fit with passive design principle.	No change.
BBQs	Supported in principle. Location that avoids impacts such as smoke and odour on nearby residents, with potential integration near the building precinct if feasible.	Explore a low-impact area, potentially integrated near the building if feasible.
Inclusive design, CPTED and accessibility to be strengthened.	Supported. Accessibility consultant engagement recommended.	Engage accessibility consultant at design development phase.
<b>Minor Themes - Feedback Received</b>	<b>Considerations</b>	<b>Design Response</b>
Dog off-leash area requested.	Not supported – Site is too small; conflicts with heritage garden setting and passive character; management issues around sensitive landscape/plants.	No change.
Dog bowls / dog-friendly facilities	Supported in principle. Low-impact addition if co-located with drinking fountain.	Included where practical.
Larger playground requested	Not possible – Site constraints due to size; focus on high-quality, inclusive and nature-based play over large scale play.	Retain current playground area and size.
Active sport (pickleball, tennis, basketball)	Not supported – Incompatible with passive character. Nearby facilities exist.	No change.
Bike Pump Track requested	Not supported – No space, noise, safety, and character conflict.	No change.

Sand pit / sand play	Small area provided as natural sensory play.	Already included.
Support outdoor events.	Supported – Small community events suitable on the flexible lawn area.	Design already allows such events.
Community garden	Not possible – Space constraints; conflicts with passive open landscape	No change.
Public toilets	Supported. These will be provided/housed in the building.	Include public toilets in building plans.
Planting diversity / local species	Supported.	Already included. Continue focus on native/indigenous palette.

### Building Material Re-Use and Recycling

As part of the transition of the site, officers are assisting The Elsternwick Club to identify opportunities to reuse, repurpose or recycle club equipment, furniture, fixtures and fittings prior to vacating the premises. This supports circular-economy principles and helps reduce waste.

In parallel, opportunities to salvage and reuse building materials from non-heritage structures will be explored prior to demolition. Suitable materials may be incorporated into the new park design or recycled through appropriate channels.

### Proposed Building Use – Principles and Recommended Uses

The future use of The Elsternwick Club building is being considered in parallel with the development of the surrounding open space. The intent is to ensure the building supports contemporary community needs, complements the park, and maximises the value of this important Council-owned asset.

#### *Guiding Principles*

An assessment of future building uses has been informed by the draft Community Infrastructure Plan (CIP) and Strategic Property Plan principles. Key objectives include:

- **Community Wellbeing, Social Connection & Inclusion**  
Uses should encourage equitable participation, social interaction and a welcoming community presence.
- **Flexibility, Shared Use & Multi-Purpose**  
Spaces should support a range of uses over time and be adaptable to emerging needs.
- **Responding to Local Needs**  
Uses will be informed by local demand, evidence of service gaps and demographic need.



- Partnering with Providers  
Opportunities to work with social enterprises or delivery partners are encouraged, particularly where aligned with community outcomes.
- Sustainable & Effective Use of Public Assets  
Adaptive reuse of this heritage building ensures its ongoing relevance, reduces waste and supports environmental performance.
- Value for Money  
Investment should deliver equitable benefits and avoid duplication of services provided nearby.
- Innovation & Sustainability  
Uses should support new models of engagement and access, including digital connectivity and contemporary community programming.

These principles support a focus on local, niche and complementary uses for the Stanmere building, acknowledging that potential consolidation of community facilities/services at the Elsternwick Library site would provide a better outcome.

### **Feedback Conclusion**

Overall, community feedback demonstrated strong support for the draft concept plan, with only minor refinements required to respond to community preferences. The proposed changes can be readily accommodated within the existing design direction and do not alter the overall vision for the site.

Further community and stakeholder input will be sought during the detailed design stages, ensuring the project continues to reflect shared values and aspirations as it progresses.

### **Next Steps**

Engagement with the Bunurong Land Council Aboriginal Corporation (BLCAC) is an important part of this project, particularly in relation to planting, cultural recognition opportunities, landscape interpretation and the future naming of the site. Council officers forwarded a copy of the draft concept plan to the BCLAC for the purpose of a meeting to discuss the project and obtain feedback and to confirm opportunities to meet further through the detail design phases. However, a meeting was not able to be secured at this point in the project.

There is significant value in seeking opportunities for Traditional Owner input into the aforementioned aspects of the project which are ideally discussed when more precise detail is available. Meetings with the Bunurong Land Council Aboriginal Corporation (BLCAC) will be requested in 2026 to ensure opportunities remain open for their guidance and involvement.

#### *Formal naming process*

The naming of the new public open space — and potentially the Stanmere building — will be conducted in line with Council policy and the formal Geographic Names Victoria (GNV) process. This requires Council to develop naming principles, prepare a shortlist of suitable names (including opportunities for Indigenous language names), and undertake community and stakeholder engagement. A Naming Options Paper will be prepared for Council consideration, after which the preferred name/s will be publicly exhibited, feedback sought with a final recommendation presented to Council. The final submission will then be lodged with the GNV Registrar for assessment and approval, in accordance with the Naming Rules for Places in Victoria.

#### *Building design and integration*

Further work will be undertaken to determine the preferred future use of the Stanmere building and how it integrates with the surrounding open space. This will include architectural assessments, spatial planning, and testing options for adaptive reuse that support community needs and the heritage significance of the building.

#### *Funding Advocacy*

Council will continue to advocate for external funding to support delivery of the project. This will include preparing materials for State and Federal funding programs, engaging local Members of Parliament, and promoting the benefits of transforming the site into a new public open space.

#### *Traffic and Parking Assessment*

A traffic and parking assessment for Sandham Street will be completed once the future use of the Stanmere building is confirmed. This assessment will determine the parking demand generated by the proposed uses and ensure compliance with planning scheme parking requirements.

This work will ensure future uses of the site are appropriately supported and safely integrated into the surrounding street network.

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

The Elsternwick Club landscape concept plan incorporates several actions that directly support Council's Climate Emergency Response Strategy 2025–2029. Key elements aligned to the Strategy include:

- Expanded tree canopy and diverse, predominantly native planting, contributing to urban cooling, biodiversity enhancement, and improved resilience to heat.
- Increased permeable surfaces and water-sensitive urban design (WSUD) treatments to support stormwater management and climate adaptation.
- Circular economy principles, including the reuse of existing site materials where suitable. Council is also working with The Elsternwick Club to recycle and repurpose furniture and fittings prior to building demolition, reducing waste and embodied carbon.
- Consideration of Indigenous ecological knowledge, aligning with the Strategy's commitment to caring for Country and strengthening natural systems.

The project also has strong alignment with the Council's Urban Forest Strategy and Biodiversity Action Plan.

### **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

As the concepts come to life through detailed design, cost estimates will continue to be refined to reflect the endorsed design concept, building integration outcomes and staging options. The full redevelopment of the site remains unfunded.

In finalising detailed designs for the landscape and the building, consideration will be given to the whole of life costs for the project. This includes renewal and maintenance requirements, which given the site's unique attributes, high profile and likely high use by the community, will need to be prioritised.

Future funding will be sought through targeted advocacy to state and federal governments, supported by the endorsed concept plan and future building use/s.

The preparation and endorsement of the landscape concept plan responds to a key strategic risk for Council. This relates to Strategic Risk 14 - Failure to deliver committed Council Plan projects and objectives. This project is a current Council Plan Action.

**POLICY AND LEGISLATIVE IMPLICATIONS**

The project aligns with the Glen Eira Open Space Strategy Refresh, Urban Forest Strategy, Climate Emergency Action Plan, Strategic Property Plan and relevant Council Plan objectives.

A future naming process will be undertaken in accordance with the Naming Rules for places in Victoria 2022 prepared by Geographic Naming Victoria.

The community engagement program and establishment of the CAC align with our Community Engagement Policy, ensuring a transparent, inclusive process that provides meaningful opportunities for the community to contribute to decision-making.

**COMMUNICATION AND ENGAGEMENT**

In February 2025, Council endorsed a multi-year community engagement program to design and construct open space and a hub for mixed community use at the site of the current Elsternwick Club. The project involved two rounds of community consultation with the results detailed in this report and attachments. Further engagement with the community will be programmed as aspects of the project are commenced, this would include but not limited to detail design of the landscape, formal naming of the park, future use of the building and its renovation.

**LINK TO COUNCIL PLAN**

Strategic Direction 2 – Diverse, Welcoming and Accessible Places.

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

The development and endorsement of a concept plan for a new open space on the site of the Elsternwick Club is a 2025/2026 Council Plan action.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

Through public consultation, community support for the concept plan is high, with feedback strongly endorsing the design direction and overall vision for the new open space. The concept balances heritage protection, environmental sustainability and the creation of a unique open space. Minor refinements were identified through engagement, and all can be readily accommodated within the existing design direction, enabling the project to confidently progress to the next stages of planning and design.

Endorsing the concept plan will provide Council with an implementation pathway to deliver this highly valued, unique open space for the Elsternwick community.

Given the high level of support, the final concept plan is presented for Council's formal endorsement.

Hassell

# THE ELSTERNWICK CLUB NEW OPEN SPACE FINAL CONCEPT DESIGN

Prepared for  
Glen Eira City Council

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Nov, 2025

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Document Control			
Rev	Date	Approved By	Description
01	26.05.2025	Adam Gardner	Design Competition
02	23.07.2025	Adam Gardner	Concept Refinement
03	21.08.2025	Adam Gardner	For Community Consultation
04	21.11.2025	Adam Gardner	Final Concept Design

# THE BRIEF

## A VISIONARY OPEN SPACE DESIGN CONCEPT.

### Community Feedback

\*Data from Phase 1: Community Visioning by Glen Eira City Council

→ **\*71%** Shaded areas with trees or structures, comfortable spaces providing cooling and shelter

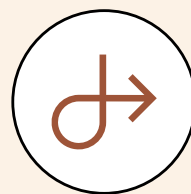
→ **\*40%** Flexible green spaces (lawns and open areas for gathering or small events)

→ **\*47%** Social gathering areas (spaces with seating for informal socialising)



### Sustainable

Showcase innovative and sustainable design principles that create an inclusive and engaging environment for all community members.



### Flexible

Prioritise accessibility, heritage interpretation, environmental resilience, and the creation of a space that serves multiple functions and diverse needs.



### Site Response

Integration of retained heritage building and of landscape with Sandham Street and Allison Road and sense of address.

**Final feedback - supported this approach with 87% very supportive or supportive of the design response.**

\*Data from Phase 2: Concept Design by Glen Eira City Council



# SITE CONTEXT

Over the next 10 years, Elsternwick's population is forecast to grow by 11%, resulting in an increase in high-density housing, limiting future residents' access to outdoor space and their own backyard.

With less than 3sqm of open space per person<sup>2</sup>, Glen Eira already has limited open space diversity, stressing the importance of delivering public spaces that service the community, encourage public interaction and foster social cohesion for all.

We have completed an audit of the site's surrounding open space to identify gaps in amenity and reveal what the future of the Elsternwick Club could be...

1 - Elsternwick Structure Plan 2023, Glen Eira City Council, 2023

2 - Elsternwick South Master plan, Draft Place Analysis Report, Glen Eira City Council, 2019



Rippon Lea Estate



Yalukit William Reserve (Elsternwick Park)



Harleston Park



Elsternwick Plaza



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Elsternwick Club Concept Design

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**How can we create a distinct identity for the Elsternwick Club, set apart from adjacent open space offerings?**





# THE COMMONS

## Commons

*noun*

**1. land or resources belonging to, or affecting the whole of a community.**

The Commons is an open and inclusive place for everyone. Designed as an extension of the suburban backyard, The Commons is vibrant and familiar, where daily rituals and incidental encounters play out amongst family, friends and neighbours. Playful, warm and inviting, this space evolves throughout the day and across seasons in response to how people inhabit the space. The Commons will provide a social, environmental and culturally significant gathering space for the Elsternwick community that responds to the identified gap in community needs and surrounding public open space.



# CONCEPT

## An urban mosaic

Mosaics are an ancient art form, composed by assembling small, irregular pieces of materials, such as stone, glass and tile. Through this process, these once disconnected fragments take on a new identity, a sum greater than their individual parts.

We envision the Elsternwick Commons as a rich and diverse mosaic, crafted from a carefully curated palette inspired by people, places and their stories.

We begin, as always, with Country. We explore and celebrate First Nation's history and narratives and understanding the ecological systems and processes that have shaped land upon which we work. We embrace the site's heritage features as a grounded presence in the site, taking cues from its the materiality and character.

To organise these elements, we draw upon characteristics from familiar urban typologies; the plaza as a democratic heart, the local pocket park as an accelerator of social interaction, and the playground as the spark of whimsy and wonder that connects people of all ages to their inner child.

Through a cohesive design strategy, these individual elements are fused to create a new urban landscape; a civic stage for gathering and connection, one with a distinct identity and an unparalleled offering.

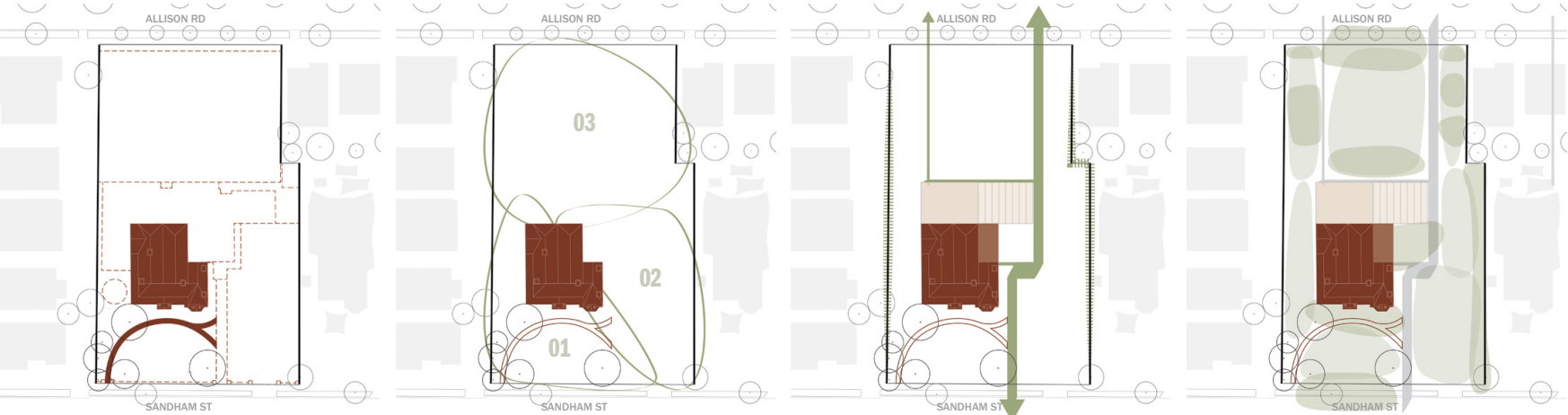


The Elsternwick Club | photos by Hassell



Park Güell, Barcelona | Gaudi

# DESIGN APPROACH



## 1. REVEAL HERITAGE

→ Existing barriers and structures are removed to reveal and celebrate historic elements, anchoring the site and maximising open space.

## 2. THREE GARDENS

→ Three gardens are formed within the site, each with their own distinct character and offering.

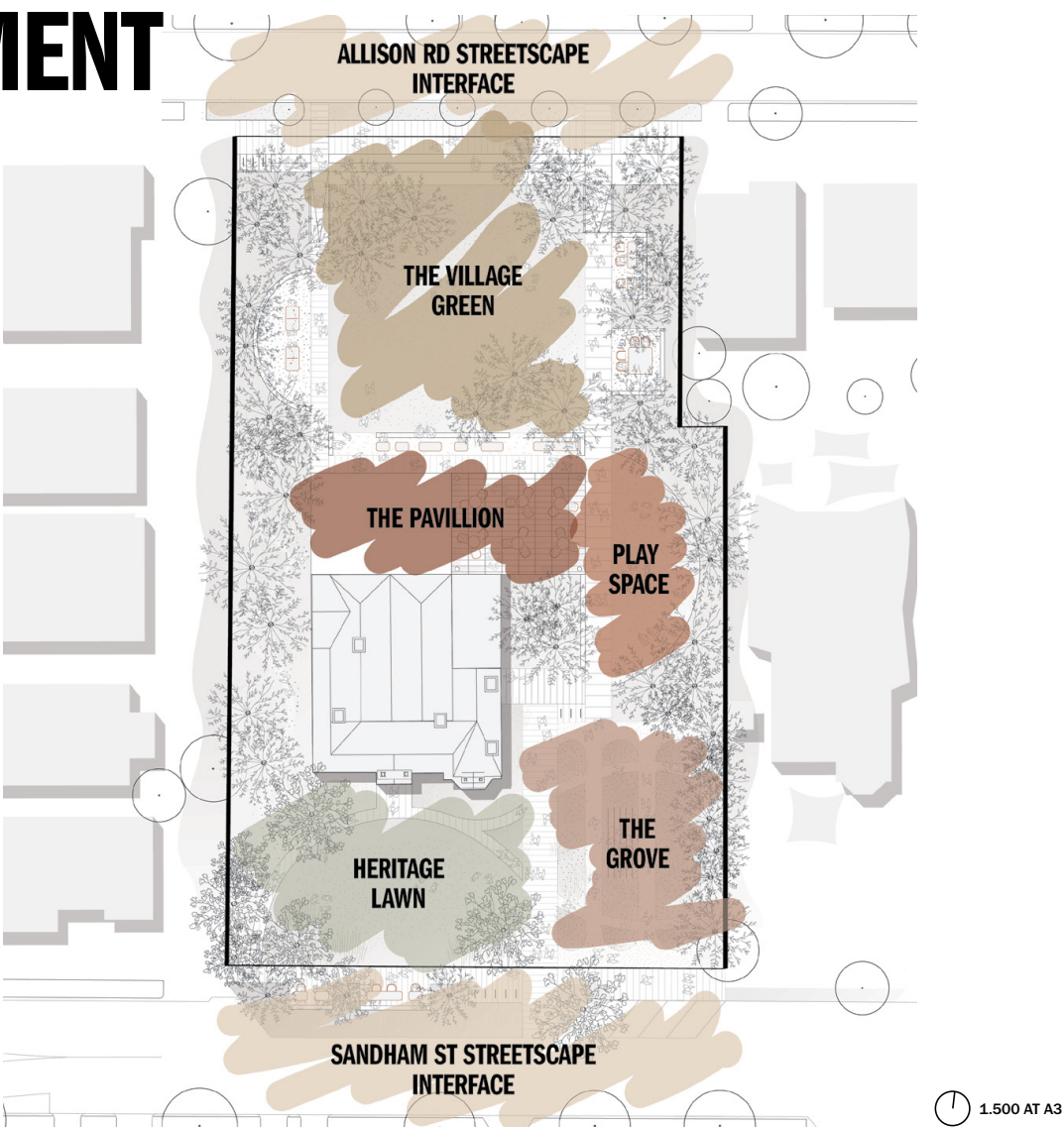
## 3. ENHANCE PERMEABILITY

→ Street frontages are connected through key movement spines, guiding movement and providing an accessible and inviting entry.

## 4. DEFINE SPACES

→ Create a series of diverse spaces, able to host a wide range of activities.

# ARRANGEMENT PLAN



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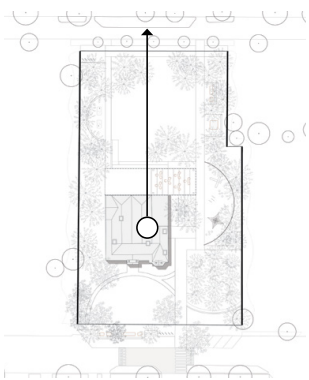
# UPDATED CONCEPT



1. Community building (existing heritage building).
2. Quiet, relaxing heritage lawn framed by native vegetation.
3. Informal, meandering 'kangaroo trail' amongst native vegetation providing a connection to local fauna and flora.
4. Sandham St road narrowing to accommodate planting for traffic calming, benching seating, bicycle parking and updated raised pedestrian crossing.
5. A grove of trees with circular benches and native understorey planting to provide moments for interaction under the shady canopy.
6. Play area with shaded elements and natural bespoke play equipment, family's can watch on from the semi-open pavilion.
7. Semi-open pavilion with flexible tables and chairs.
8. Covered pavilion with a flexible floor space to host performances, and events.
9. Terraced edge folding out onto the open lawn allowing spill out seating and edges to perch on.
10. A spectators arena for games such as table tennis.
11. The central village green, a flush, flexible open lawn space and games area framed by tall canopy trees.
12. Carved out seating nooks for quieter, more protected moments within the garden.
13. Flush interface with Allison Rd to allow ease of access and site permeability.
14. Allison Rd road planted verge, benching seating, and bicycle parking.
15. Integrated path lighting up north south spine

1.500 AT A3

# SITE SECTION





# SITE CHARACTER



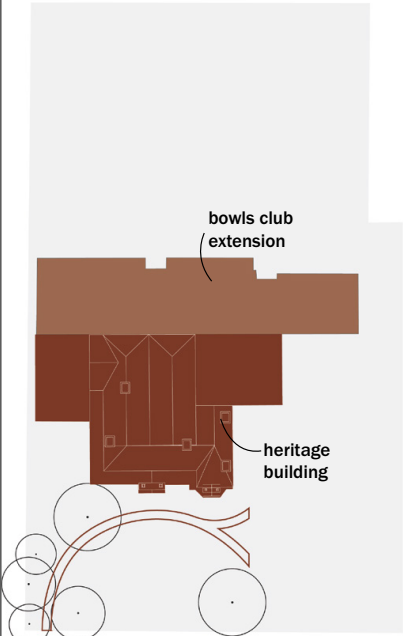
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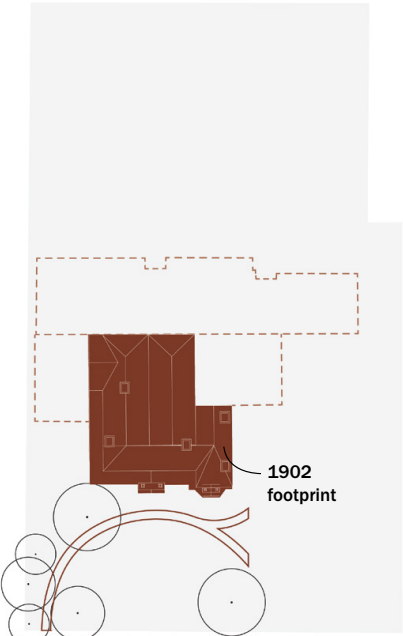
12

# HERITAGE BUILDING

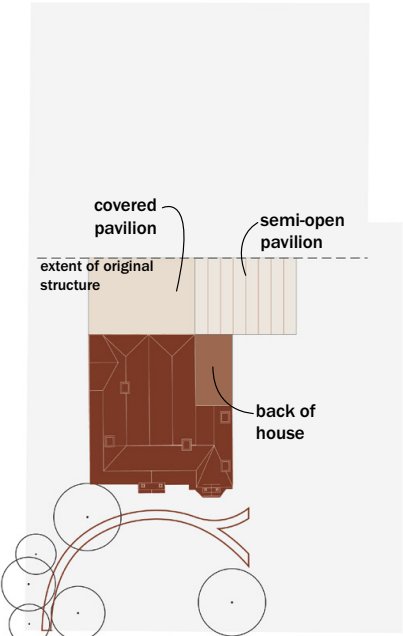
From an exclusive club to an inclusive and welcoming community centre



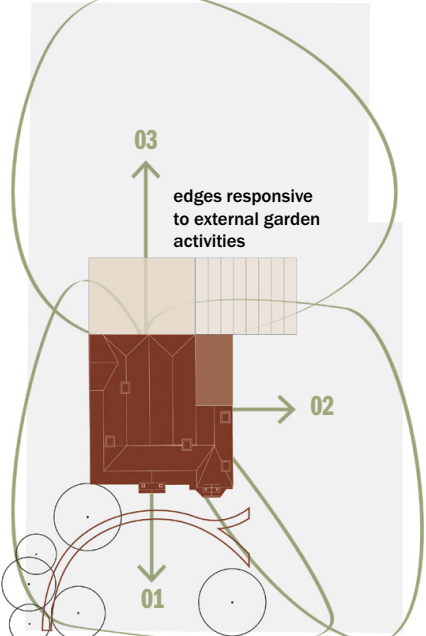
1. EXISTING



2. REMOVED



3. PROPOSED

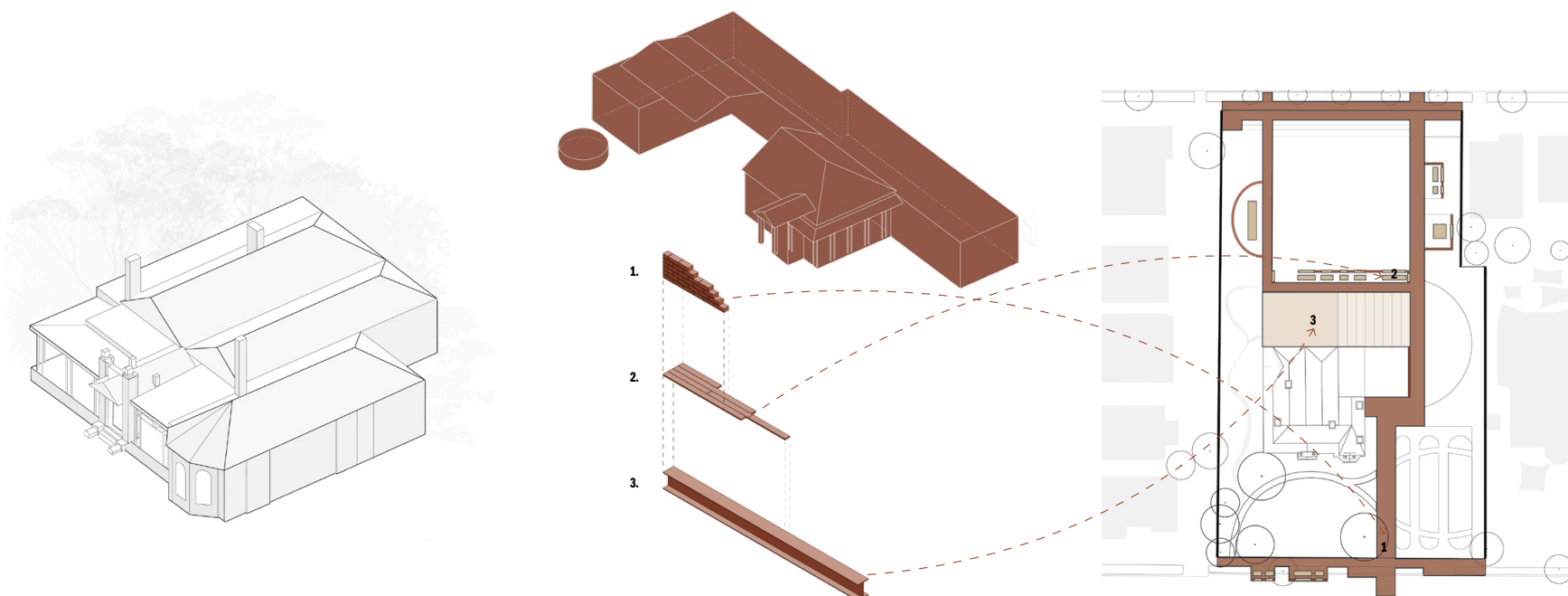


4. PROGRAM



# MATERIAL REUSE

An sustainable design approach that re-uses site materials to reduce carbon footprint and celebrates it's heritage



## PROTECT & PRESERVE

- Celebrate and enhance the presentation of the heritage building constructed in 1888 place by removing the later additions and allowing the building to sit as a central object within then park.
- Repurpose the building as a 'Community Hub', that facilitates community programs, events and classes.
- The community hub can be supported by a hospitality venue such as cafe or wine bar, providing both day time and evening activation opportunities.

## SALVAGE & RECLAIM

- Materials from the removed buildings and existing site have the opportunity to be salvaged and reclaimed for future use within the public realm.
- Bricks, timber decking, steel structures and other material can all be salvaged and repurposed to reduce the projects carbon footprint and minimize the need for new material resources.

## REUSE & REIMAGINE

- Reused bricks provide a central boulevard and mosaiced ground plane that provides universal access into and throughout the precinct. Further re-use of the material also provides opportunity for terraces and retaining walls.
- Timber is proposed to be reused for fixed furniture elements and on-grade decking to define specific spaces like outdoor classrooms or yoga spaces.
- Steel I-beams can be repurposed as the framing and structural elements of the new pavilion structure, providing weather protection and shade.

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Elsternwick Club Concept Design

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# MATERIAL PALETTE

Current fabric of Elsternwick club.  
Retention of character wherever possible.





# MATERIAL PALETTE

The design intent for the material palette of the Elsternwick Club New Open Space is to reclaim, reuse and re-purpose as much existing material on site as possible. This approach will retain and celebrate the sites heritage and character, whilst minimising it's carbon footprint through the procurement of new material.

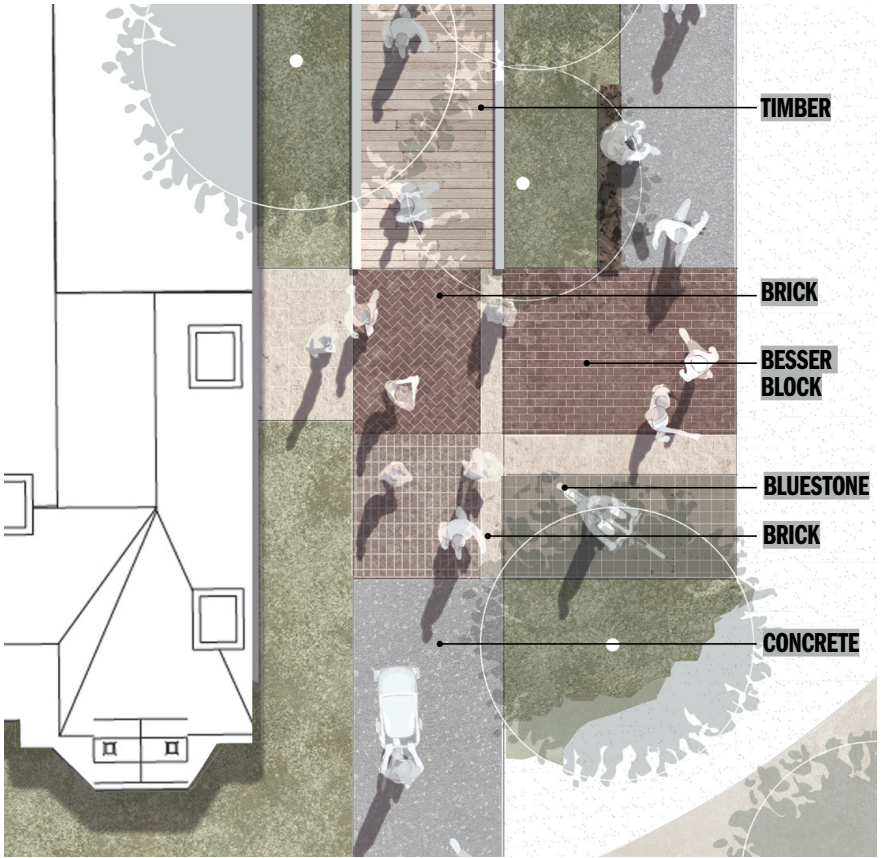
The concept of an 'Urban Mosaic' allows materials to be interchangeable, depending on availability and quality. This framework also facilitates the use of additional material from surrounding construction sites, developments or Glen Eira depots as required to deliver the overall vision.

**Note:**  
Opportunities for material re-use are to be further developed and explored during the detailed design phase. Demolition works should allow for careful deconstruction, salvage, categorisation and retention of as much material as possible so it can be considered for re-use.

## POSSIBLE CONFIGURATION OF REUSED MATERIALS:



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# PLAY SPACE

A flexible, imaginative and unique play space will accommodate and include equipment for various ages and abilities. Ensuring fun and dynamic play options to balance, climb, rock, slide, wing or spin.

Target groups include:



## Areas for 0 - 3 year olds:

A focus on sensory experience, soft surfaces, low platforms and crawling spaces.



## Areas for 3 - 6 year olds:

Small slides, imaginative play, climbing and balancing structures for social interaction.



## Areas for 6 - 12 year olds:

Higher climbing opportunities, adventure elements. Places to gather and hangout exp



## Areas for 65+ play:

Opportunities for balance, motor skills, walking ability and mobility.





# PLAY SPACE

Inspired by the club house, the play space pulls from the heritage Victorian-era geometries. Reinterpreting these to create create and engaging play opportunities. Architectural forms and ornamental motifs are abstracted into structures and play elements, By embedding these heritage references the design celebrates the sites history.



St Peters Fences Playground by Mike Hewson

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Elsternwick Club Concept Design

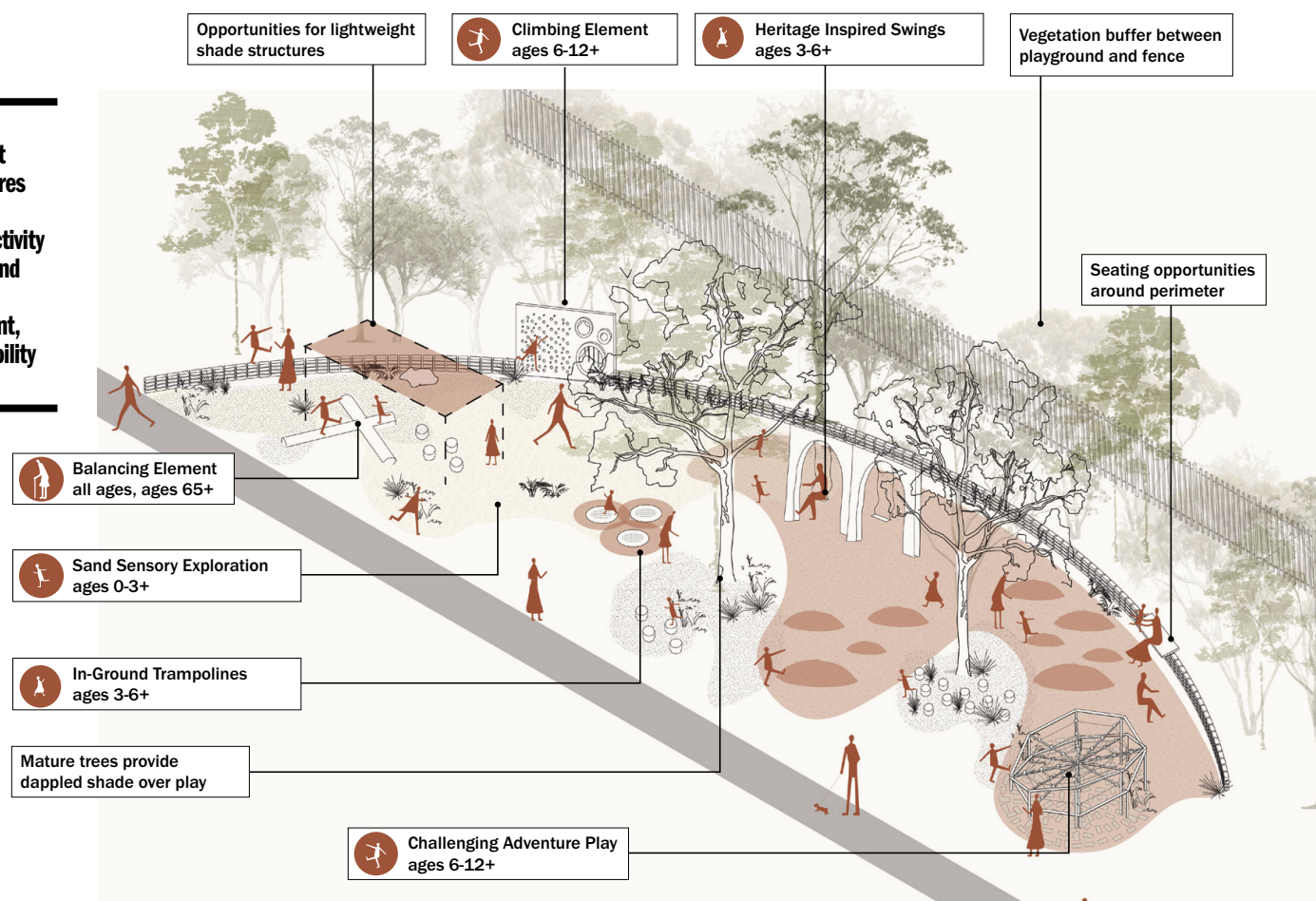


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# PLAY SPACE

The play space incorporates creative, site-responsive play opportunities that integrates landforms, custom structures and heritage inspired elements to encourage exploration, open-ended activity and a diversity of play opportunities and types. Natural materials and planting provide shade and sensory engagement, while ensuring durability and accessibility for all ages and abilities.



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Elsternwick Club Concept Design

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# PROPRIETARY ITEMS

Furniture, Seating, Bicycle racks, Bollards, Lighting etc

## Furniture + Seating



Street Furniture Australia Platto Seat



Vestre Forum Table and Bench



Street Furniture Australia VT Curved Bench



Vestre April Go table and Chairs

## Bins, Bikes, Bollards



Bike Hoops



Vestre FORUM Bin

## Other



POPP Ping Pong Table

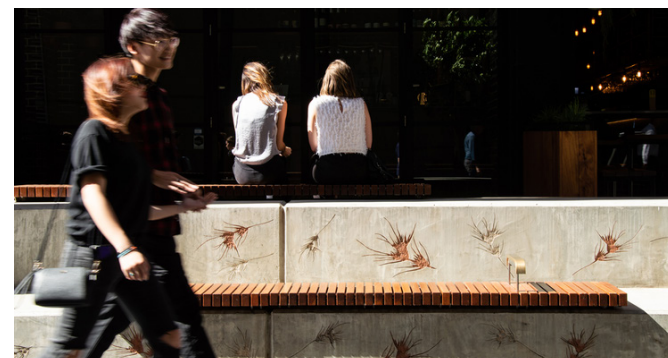


MOHD Bellhop Outdoor Light

# INTEGRATED ART STRATEGY

The public realm provides a canvas for Indigenous and local history to be embedded within Elsternwick Park. The design response will integrate site history, storytelling, key events and narratives of the site's history varied uses over time to be woven into the landscape.

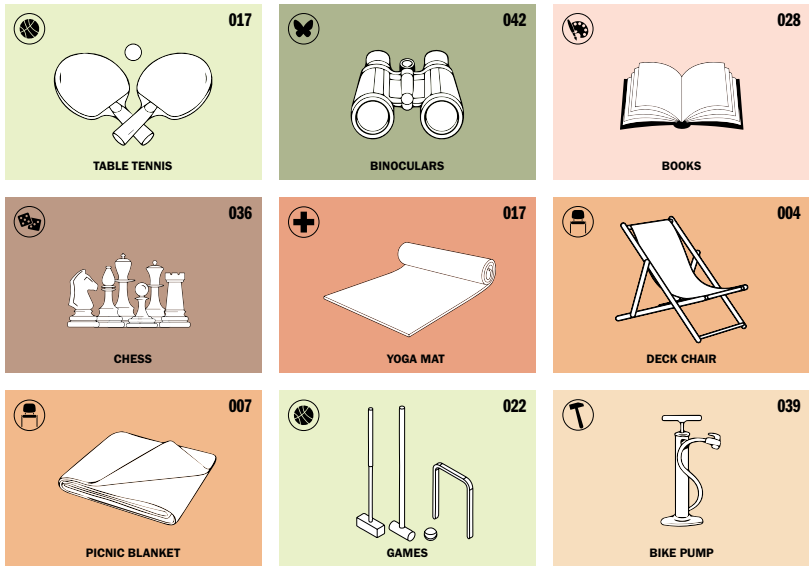
While specific approaches and themes will be informed through ongoing consultation with First Nations collaborators and other key stakeholders, initial opportunities include integrating narratives into paving, furniture, walls, terracing and signage, alongside a focus on Indigenous planting. The following precedent images illustrate how recognising Indigenous and local stories can be meaningfully incorporated into public spaces, creating a culturally rich and respectful environment that celebrates the site's layered history.





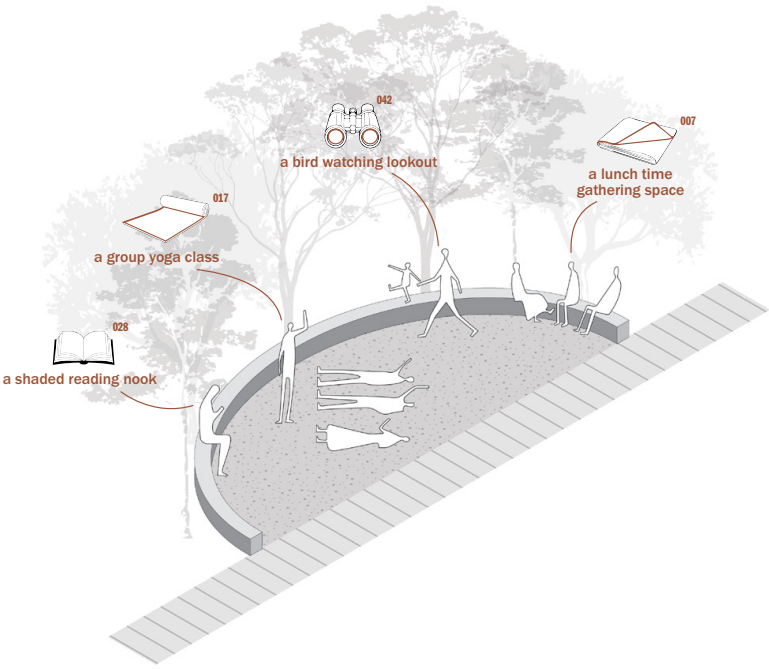
# ACTIVITY TOOLKIT

A custom suite of flexible and interchangeable elements, unique to the Elsternwick Commons



## TOOLKIT CATALOGUE

→ Drawing upon the 'library of things' concept implemented by many local councils, the Activity Toolkit is a custom designed catalogue of elements that can be borrowed from the community centre and used within the site.



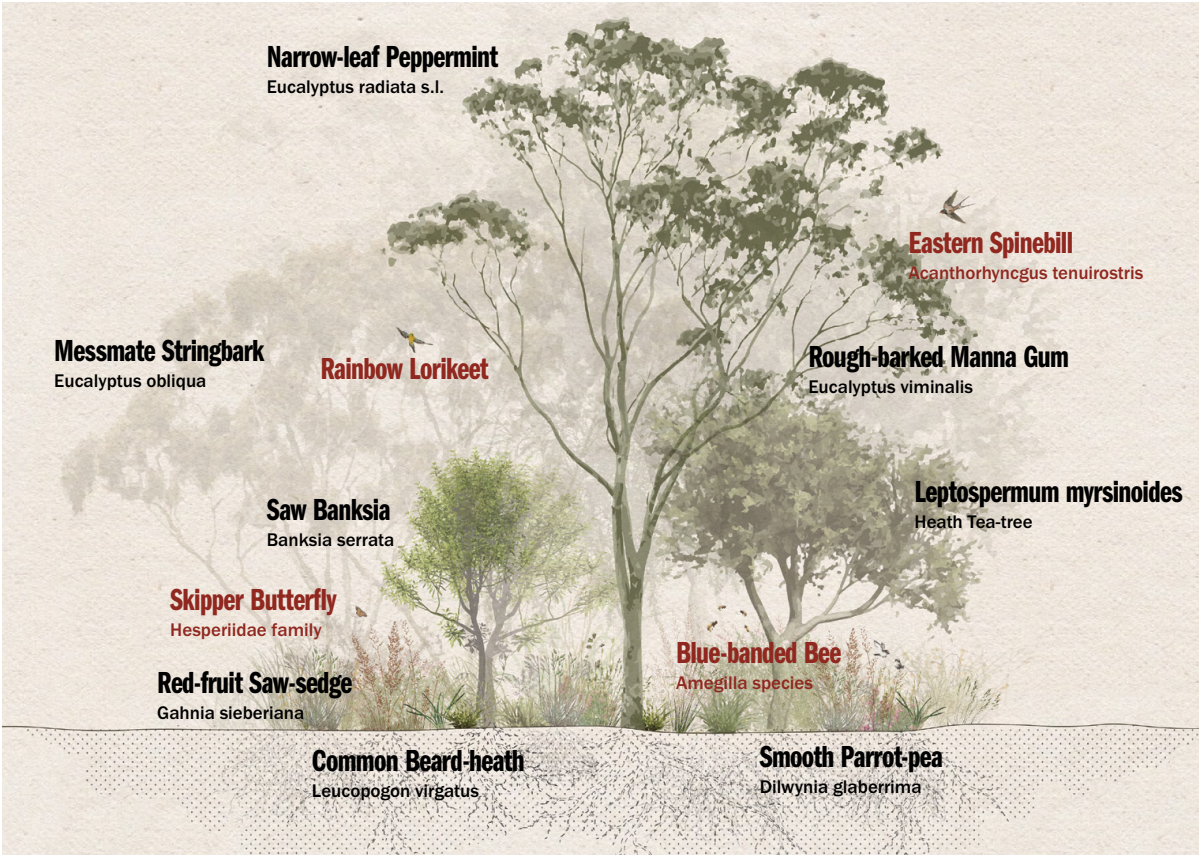
## FLEXIBLE SPACES, ENDLESS POTENTIAL

- The site design creates a series of programmable spaces, which can be transformed through the use of various toolkit elements, allowing people to curate their own experience within the gardens.
- These elements can be added to or interchanged depending on community feedback and other site events, allowing The Commons to remain flexible to the community's evolving needs.

# PRE-1750 ECOLOGY

## Heathy Woodland

The pre-clearing vegetation of the site is heathy woodland, characterised by a low eucalypt canopy and a diverse, dense heathy understorey of shrubs grasses and herbs. Reflecting this character in the planting design of the public space, there is an opportunity to provide habitat, food and shelter for a variety of small birds, insects and pollinators, including those listed in the City of Glen Eira 'Biodiversity Map', and allow the local community to learn and engage with these species.



# PLANTING PALETTE

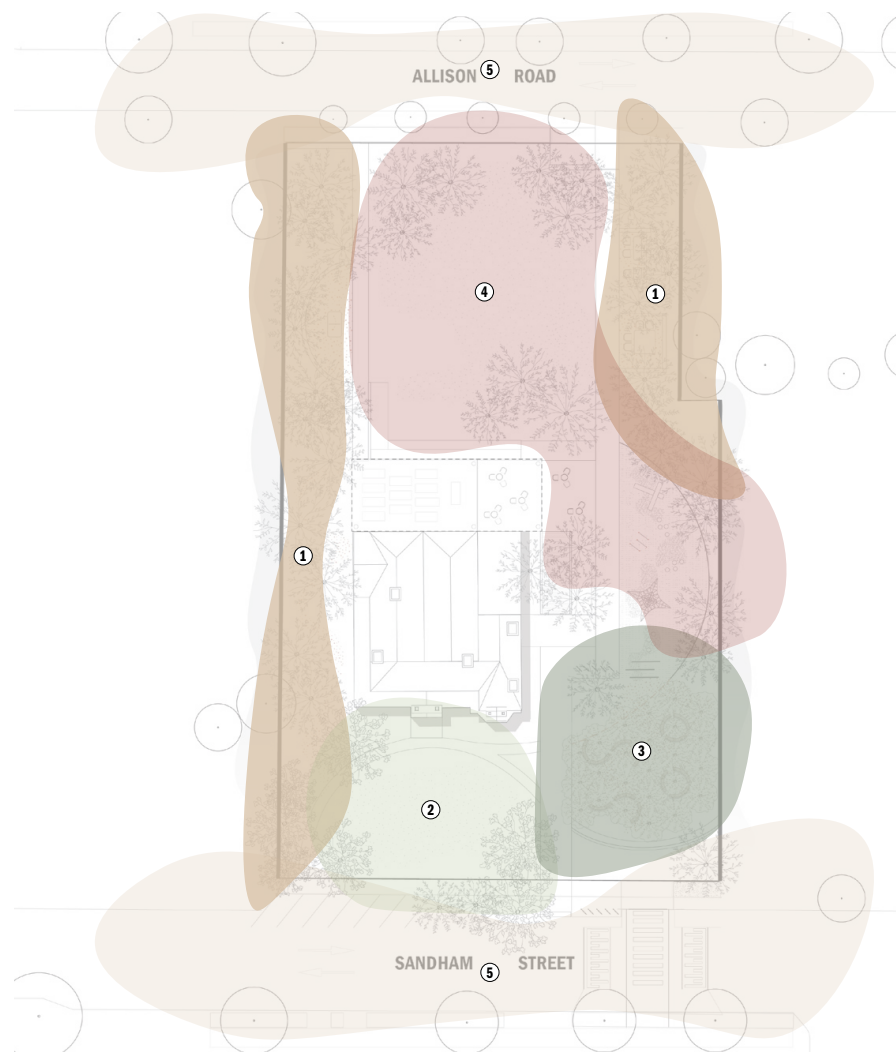
The planting design responds to Glen Eira's location within the Melbourne sandbelt, with species selected to suit the area's sandy, well-draining soils. This ensures long-term resilience and minimal maintenance. Designed to support biodiversity, the planting attracts birds, insects, lizards, and frogs by providing food, shelter, and habitat. Native and locally adapted species help strengthen ecological connections across the site.

Varied colours, textures, and seasonal interest make the planting visually engaging and encourage interaction, creating a vibrant and inviting space for people and wildlife alike.





















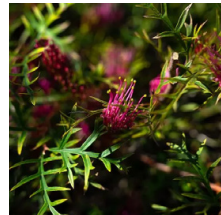
## SERIES OF ZONES

- 1. BOUNDARY
- 2. NATIVE HERITAGE GARDEN
- 3. URBAN FOREST/ATTRACTOR
- 4. VIBRANT HEART
- 5. ROAD INTERFACE





# PLANTING PALETTE

TREES	 Eucalyptus mannifera	 Corymbia citriodora	 Acacia melanoxylon	 Bursaria spinosa	 Melaleuca ericifolia		
SHRUBS	 Banksia Integrifolia	 Correa alba	 Acacia acinacea	 Atriplex cinerea	 Ozothamnus turbinatus	 Leptospermum myrsinoides	 Epacris impressa
GRASSES & HERBS	 Chrysocephalum apriculatum	 Themeda triandra	 Microlena stipoides	 Chorizema varium	 Chrysocephalum semipapposum	 Dichelachne crinita	 Xanthorrhoea minor ssp. lutea
GROUND COVERS	 Wahlenbergia stricta	 Kennedia prostrata	 Atriplex semi baccata	 Brachyscome cardiocarpa	 Dichondra argentea 'silver falls'	 Grevillea Bronze Rambler	



# PLANTING PALETTE

SHRUBS



Grevillea rhyolitica



Leucophyta brownii



Bossiaea cinerea



Olearia ramulosa

GRASSES & HERBS



Austrostipa flavescens



Poa sieberiana



Craspedia variabilis



Imperata cylindrica



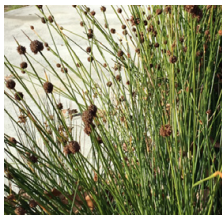
Xerochrysum palustre



Brunonia australis



Pimelea humilis



Ficinia nodosa



Vittardinia gracilis



Rytidosperma geniculatum



Arthropodium strictum



Linum marginale

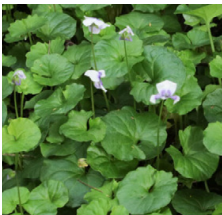


Austrostipa stipoides

GROUND COVERS



Disphyma crassifolium



Viola hederacea



Calocephalus lacteus



Coronidium scorpioides

**“What suburbia cries for are the means for people to gather easily, inexpensively, regularly, and pleasurably — a ‘place on the corner’.”**

***Ray Oldenburg***































## GLEN EIRA CITY COUNCIL

*The Elsternwick Club — where heritage meets open space*

Draft design engagement report

NOVEMBER 2025

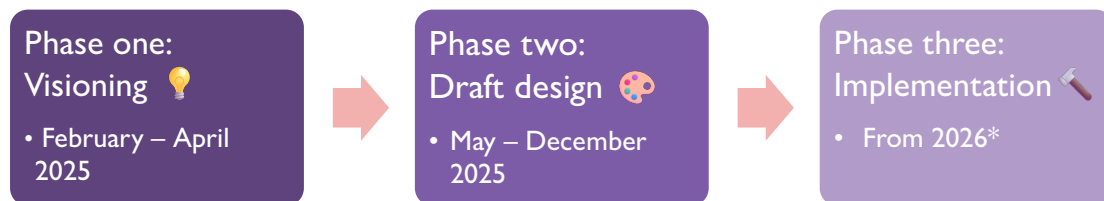
BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST



## Executive summary

The Elsternwick Club site represents a significant opportunity to address a recognised gap in public open space within the area. Following the successful acquisition of the property in 2024, we began a long-term, collaborative process to create new public open space for the whole community.

The project is planned across three phases:



\*Council will take ownership of the property from June 2027 following the three-year settlement period.

During phase one, we invited the community to share their vision for the site and received more than 360 ideas and suggestions. Guided by this feedback and the advice of the project's Advisory Committee — made up of 10 local community representatives — we drafted a design and shared it for broad community engagement.

Phase two of engagement ran for a four-week period from 26 September to 26 October 2025. The community were invited to review the concept and share feedback, identifying any gaps, concerns, or opportunities for improvement. This feedback will inform the final concept plan and detailed design for the open space.

We received **292** pieces of feedback, with strong overall support for the design.

Respondents particularly appreciated the emphasis on passive, flexible open green spaces and native planting. Suggestions included adding more play options, additional amenities, and features to enhance safety and accessibility. The feedback comprised of:

- **154** quick poll votes through the Have Your Say platform and at pop-up events.
- **87** social map comments through the Have Your Say platform and at pop-up events.
- **30** survey submissions through the Have Your Say platform.
- **16** Instagram story responses.
- **Five** email submissions.

This report provides a detailed summary of the engagement results received during the engagement program. A summary of the results is presented on the following page.

# The Elsternwick Club — phase two engagement summary

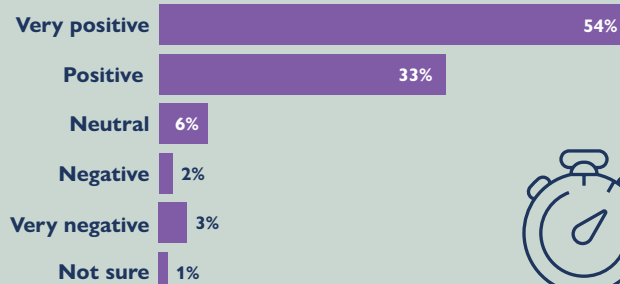


GLEN EIRA  
CITY COUNCIL

## We received:

154 Quick poll votes
87 Map comments
30 Survey submissions
16 Instagram story responses
5 Email submissions

## Quick poll *How do you feel about the overall design?*



## Map comments



### liked the design.

63%	Broad support
19%	Green space and passive use
3%	Resident amenity Play space Easy movement and flexibility



### shared new ideas.

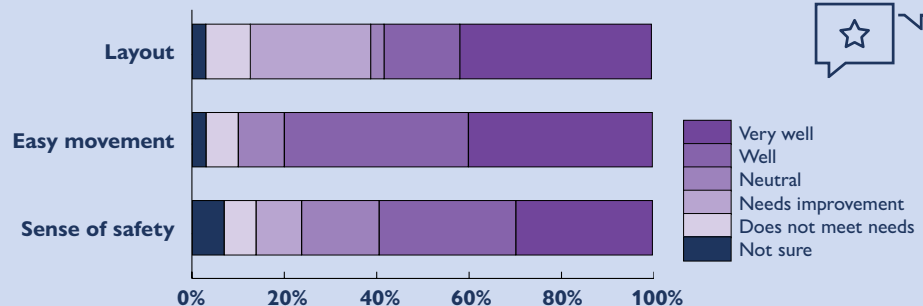
38%	Extra amenities
18%	Safety and accessibility
18%	Sports
18%	Play space

"I think it's just what we're missing here."

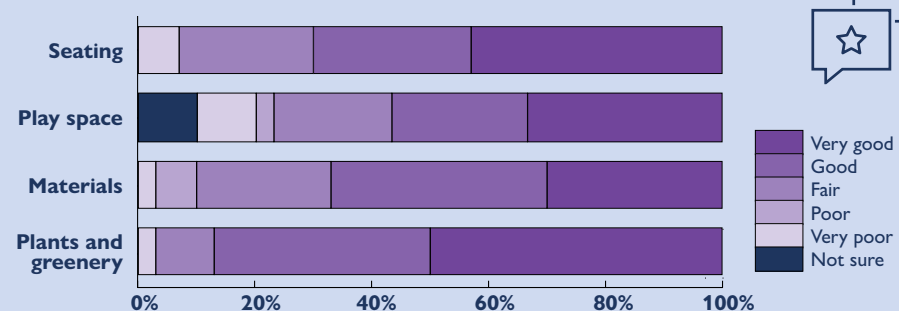
"Village green is great for picnics."

"More informal play equipment, less structure."

## Survey *How well does the design address community needs?*



## Survey *What do you think about the...?*





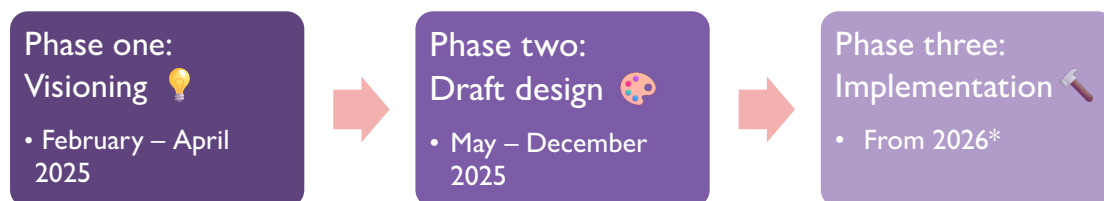
# Engagement report

## Background

The Elsternwick Club site represents a significant opportunity to address a recognised gap in public open space within the area. Following the successful acquisition of the property in 2024, we began a long-term, collaborative process to create new public open space for the whole community.

This transformation is guided by Council's commitment to delivering well-designed, sustainable, and accessible open spaces, as outlined in the [Glen Eira Council Plan 2025–2029](#), and [Open Space Strategy](#). Glen Eira has the lowest amount of open space per person in metropolitan Melbourne. Addressing this gap is essential to supporting quality of life, social connection, and community wellbeing. Through this project, Council is investing in new open space that reflects the needs and aspirations of our growing and diverse community, with a focus on inclusion, sustainability, and universal access.

The project is planned across three phases:



\*Council will take ownership of the property from June 2027 following the three-year settlement period.

During phase one, we invited the community to share their vision for the site and received more than 360 ideas and suggestions. You told us you valued:

- A peaceful, flexible space for relaxing — not just organised sport
- Shade and greenery from trees and structures
- Social gathering spaces to connect
- Green lawns for informal play and picnics

Guided by this feedback and the advice of the project's Advisory Committee — made up of 10 local community representatives — we drafted a design and shared it for broad community engagement.

Phase two of engagement ran for a four-week period from 26 September to 26 October 2025. The community were invited to review the concept and share feedback, identifying

any gaps, concerns, or opportunities for improvement. This phase focused solely on the outdoor space, with planning for the historic building to take place separately.

This report provides a detailed summary of the communication data and engagement results received during phase two of the engagement program.

## Communication activities

We ran a broad communication campaign to let people know about the engagement opportunity and invite them to take part. We used a mix of channels to reach key stakeholders and the wider community. The table below shows which channels we used and how many people each one reached.

Communication activities	Reach
<b>Glen Eira News</b> Article in October 2025 edition	Delivered to approx. 64,500 residences
<b>Have Your Say engagement page</b> Live with the survey available from 26 September to 26 October	Views: 1,440 Visitors: 1,197 File downloads: 259 Followers: 90
<b>Social media Facebook and Instagram</b> Glen Eira City Council Facebook and Instagram accounts concluded the campaign with 8 posts, including main feeds and stories	Views: 15,415 Reach: 7,785 Interactions: 85 Link clicks: 145
<b>Community engagement e-newsletter</b> October edition	Recipients: 4,453 Opened: 2,390 Link clicks: 147 Clicks through to engagement: 117
<b>Letter box drop</b> Letters delivered to households within an approximate 500m radius of The Elsternwick Club.	1,100 letters
<b>Email promotion</b> Targeted emails were sent to neighboring schools, including St Joseph's Primary School, Elsternwick Montessori Academy Childcare Centre, and Sholem Aleichem College, as well as the Elsternwick Traders Association.	4 emails
<b>Poster</b> Shared at Council facilities, including Glen Eira Town Hall, Glen Eira Libraries and Glen Eira Leisure centres.  Displayed at locations in Elsternwick including Glen Huntly Road, Staniland Grove, and Sandham Street.	52 posters

<b>Postcard</b> Shared at Council facilities, including Glen Eira Town Hall, Glen Eira Libraries and Glen Eira Leisure centres, and Elsternwick Maternal Child Health Centre.	875 postcards
<b>Digital screens</b> Screen on display at Town Hall Service Centre, Glen Eira Sports and Aquatic Centre, and Carnegie Memorial Swimming Pool	26 September to 26 October
<b>Website – news item and webpage</b>	Page views: 21 Link clicks: 1
<b>Golden Days Radio 95.7FM</b> Announcements on 27 September and 11 October	Approx over 75,000 listeners globally

## Engagement activities

Feedback on the draft design was gathered through online activities and pop-up events held in Elsternwick.

Community members could also share feedback directly to the Engagement Team by phone, email or mail.

Engagement activities	No. of feedback submissions
<b>Survey submissions</b> The community could complete the survey online at Have Your Say or request a hard copy survey.	<ul style="list-style-type: none"> <li>30 online submissions</li> <li>0 hard copy submissions</li> </ul>
<b>Quick poll votes</b> The community could vote in the 'quick poll' online at Have Your Say or vote in-person at pop-up events.	<ul style="list-style-type: none"> <li>115 votes in-person</li> <li>39 votes online</li> </ul>
<b>Social map comments</b> The community could 'post' comments on the draft concept design online at Have Your Say or in-person at pop-up events.	<ul style="list-style-type: none"> <li>73 in-person comments</li> <li>14 online comments</li> </ul>
<b>Instagram story responses</b> The community were invited to 'rate' the draft concept plan via Council's Instagram story.	<ul style="list-style-type: none"> <li>16 responses</li> </ul>
<b>Email submissions</b>	<ul style="list-style-type: none"> <li>5 emails</li> </ul>

## Engagement events

### Pop-up engagements

During the engagement period, five pop-up events were held in Elsternwick.

Location	Date	No. of postcards	No. of conversations
<b>Staniland Grove, Elsternwick</b>	2 October	30	11
<b>Staniland Grove, Elsternwick</b>	7 October	45	50
<b>The Elsternwick Club</b>	8 October	15	20
<b>Harleston Park</b>	16 October	15	6
<b>Staniland Grove, Elsternwick</b>	21 October	40	32

### Targeted engagements

We held three sessions with key stakeholders and demographic groups to gather detailed feedback on the draft design.

These workshops provided an opportunity for participants to explore the design in depth, share their perspectives, and suggest improvements.

Group	Date	No. attendees
<b>Youth Engagement Team (YET)</b> Age group of 18–25-year-olds.	13 October	11
<b>Sholem Aleichem College</b> Group of Year 5 and 6 students, aged between 11–12 years old.	21 October	30
<b>Disability Reference Committee</b> Group who advise Council on issues around access and inclusion for people with a disability.	23 October	Five

### Broad engagement results

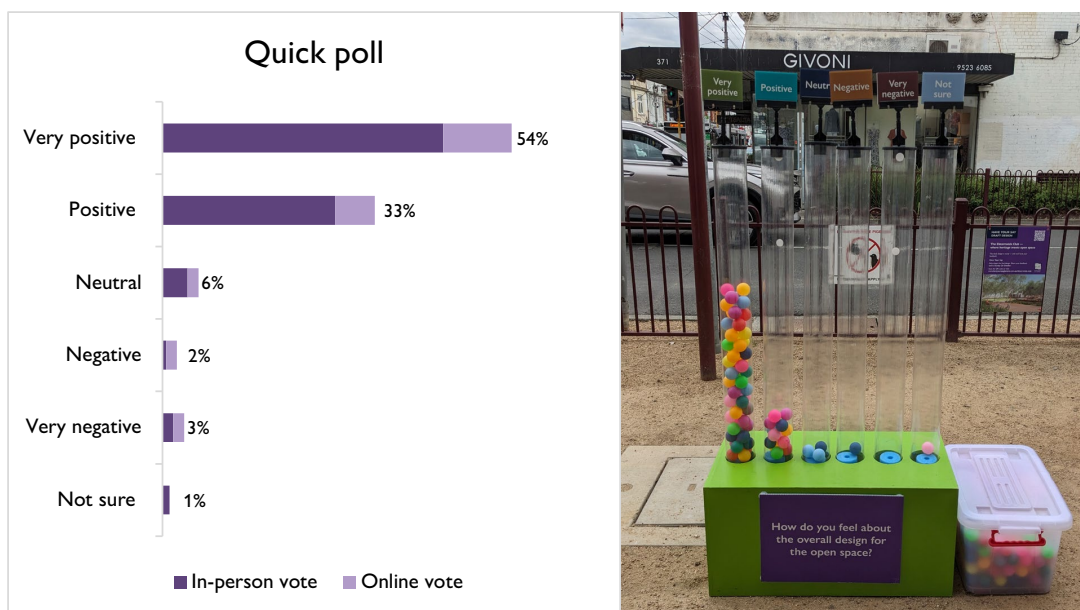
#### Quick poll

The quick poll survey asked one simple question: *How do you feel about the overall design for the open space?*

It captured high-level community sentiment on the draft design. Community members could vote online or at in-person pop-up events, and the same question was included in targeted sessions with the Youth Engagement Team and Sholem Aleichem College students.

The poll received 178 votes.

- 54 per cent felt *very positive*
- 33 per cent felt *positive* about the design.

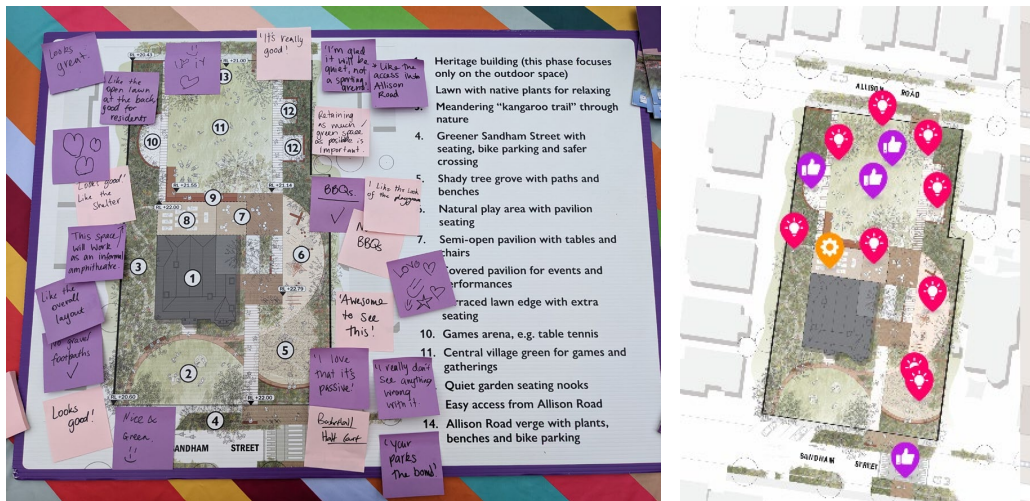


### Social Map tool

The map tool allowed community members to share comments directly on the draft design. They could participate online or at pop-up events.

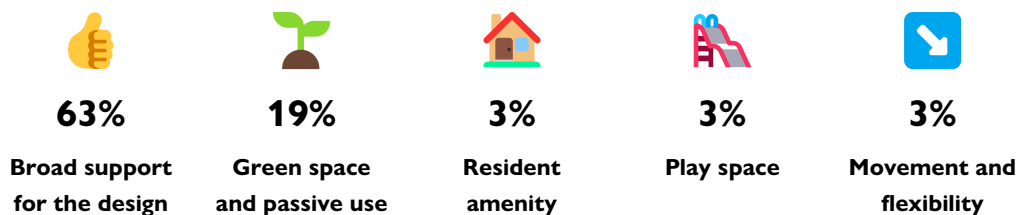
The map received 87 comments overall.

- 14 comments online
- 73 comments in-person.



The most common themes raised in the comments are summarised below. Some comments touched on more than one theme.

#### 60 per cent of comments shared what they liked



- 'I think it's what we're missing here. It's just what we need'
- 'I like that the emphasis is on open space and greenery, rather than concrete structures'
- 'I like that the layout. It looks like it should buffer noise for residents on St Georges Road'
- 'I like the look of the playground'
- 'Love the fact that you can walk through. Love the open space north and south'
- 'This space will work as an informal amphitheatre (referring to the pavilion area)'

#### 39 per cent of comments shared new ideas or suggested improvements



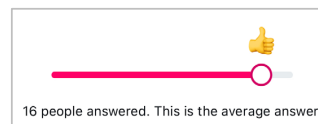


- *'This is a good spot for BBQ facilities'*
- *'No gravel footpaths'*
- *'Add small tennis wall or basketball hoop. No fake grass'*
- *'More informal play equipment, less structured (this is available elsewhere). The climbing nets don't provide high play value. Think about the purpose of the space'*
- *'Another playground for teens'*

Other comments related to introducing water features or water play areas (9 per cent), dog off-leash areas (3 per cent), parking (3 per cent), and celebrating the history and heritage of the site (3 per cent).

### Instagram responses

We invited the community to rate the draft design using an interactive slider on Instagram stories. This quick activity provided another opportunity for community members to share how they felt about the design. Overall, 16 people responded, and the average answer is shown below.



### Survey responses

The survey was designed to gather detailed feedback on the draft design to inform potential changes or revisions. Questions were structured into three sections:

- Overall design and user experience
- Site features
- Additional comments



### Overall design and user experience

In the first part of the survey, four multiple-choice questions invited feedback on:

- Overall design
- Site layout
- Ease of movement
- Sense of safety

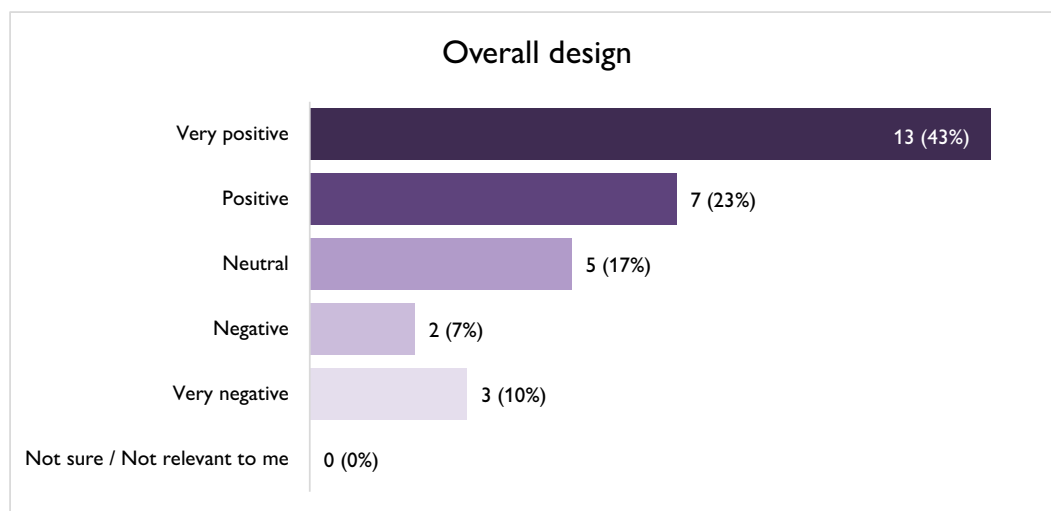
Respondents could also provide open-text comments to expand on their answers (Question five).

Of the 30 respondents, 20 provided additional comments (66 per cent response rate). The most frequent comments are summarised and grouped into themes with the relevant multiple-choice question to give context to the results. Some comments touched on more than one theme.

#### Question one: How do you feel about the overall design for the open space?

This was a required question. It received a 100 per cent response rate (30 respondents).

- Most respondents felt positive about the draft design (66 per cent).
  - 43 per cent said they feel *very positive*
  - 23 per cent said they feel *positive*.



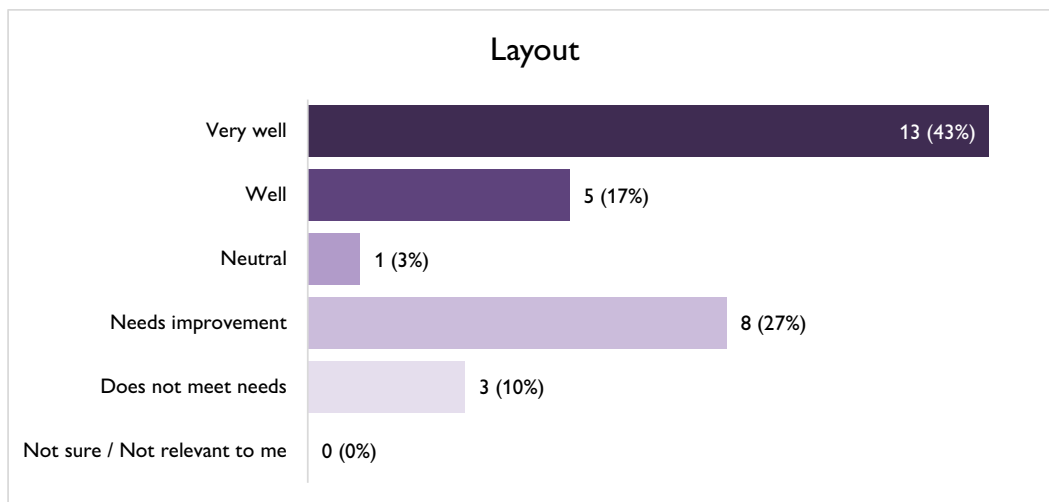
Nine open-text comments related to the overall design (50 per cent of comments).

Theme	Description of comments
<b>Support for the design</b>	<ul style="list-style-type: none"> <li>Six comments expressed strong support for the overall design, describing it as well-considered, balanced, and community focused.</li> </ul>
<b>Organic materials</b>	<ul style="list-style-type: none"> <li>Two comments suggested the design could be less structured and include more permeable surfaces and natural materials.</li> </ul>
<b>Critique of design</b>	<ul style="list-style-type: none"> <li>Two comments felt the design lacked interactive elements and did not meet expectations.</li> </ul>

### Question two: How well do you think the layout meets community needs?

This was a required question. It received a 100 per cent response rate (30 respondents).

- Most respondents felt the layout meets community needs (43 per cent).
- Over a quarter of respondents felt that the layout needs improvement (27 per cent).



Five open-text comments related to the design layout (24 per cent of comments) with the most common themes summarised below.

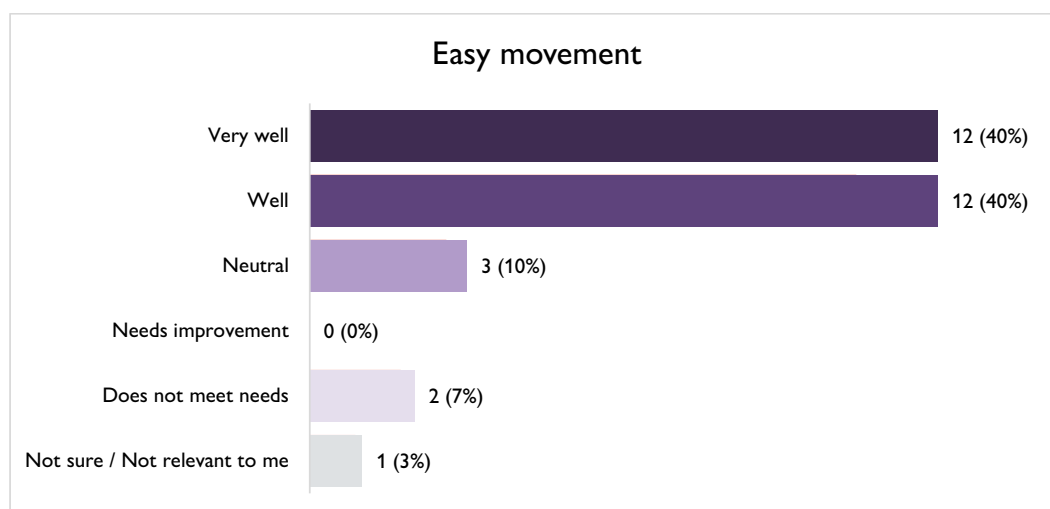
Theme	Description of comments
<b>Expand the play space</b>	<ul style="list-style-type: none"> <li>One comment suggested that <i>The Grove</i> may be underused and could be removed to expand the play area.</li> <li>Another comment also highlighted the lack of active space for teens.</li> </ul>

Theme	Description of comments
<b>Expand the games area</b>	<ul style="list-style-type: none"> <li>One comment suggested expanding the games area (i.e. table tennis area).</li> </ul>
<b>Too much pavement</b>	<ul style="list-style-type: none"> <li>One comment expressed that the amount of hard surface areas overwhelms other spaces, especially the lawn area.</li> </ul>
<b>Too much grass</b>	<ul style="list-style-type: none"> <li>One comment expressed there is too much open lawn in the layout. Suggested that native plants and greenery should be prioritised to support biodiversity.</li> </ul>

### Question three: How well does the design support easy movement through the site?

This was a required question. It received a 100 per cent response rate (30 respondents).

- Most respondents felt the design supports easy movement either *well* or *very well* (40 per cent respectively).



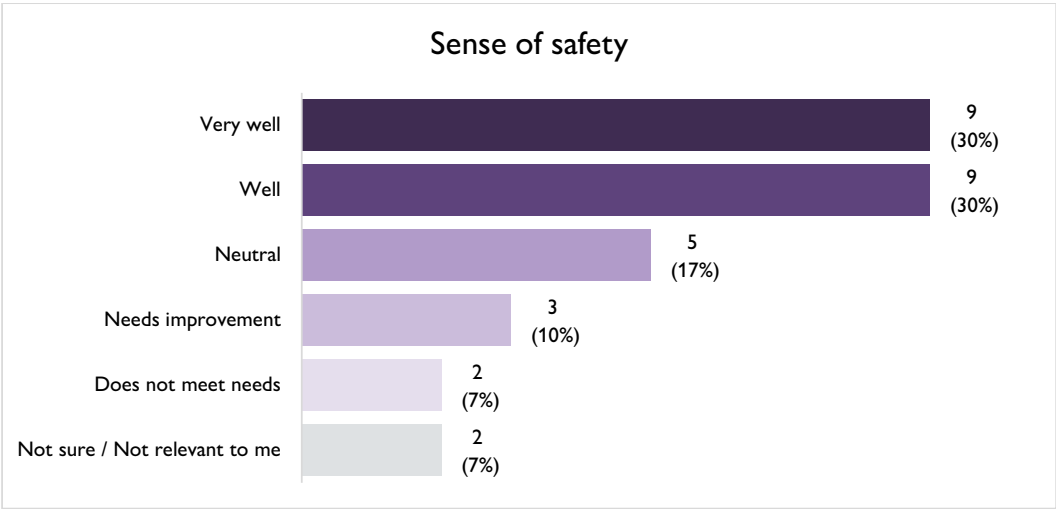
One open-text comment related to easy movement and street access summarised below. (5 per cent of comments).

Theme	Description of comments
<b>Street access</b>	<ul style="list-style-type: none"> <li>The comment emphasised the need for good pedestrian links between Sandham Street and Allison Road.</li> </ul>

**Question four: How well do you think the design supports a sense of safety for people of all ages and abilities?**

This was a required question. It received a 100 per cent response rate (30 respondents).

- Most respondents felt the design supports a sense of safety *well* or *very well* (30 per cent respectively).



Six open-text comments related to sense of safety (30 per cent of comments), with the most common themes summarised below.

Theme	Description of comments
Lighting	<ul style="list-style-type: none"><li>• Three comments mentioned the need for lighting and noted it should be designed to avoid disturbing nearby residents.</li></ul>
Anti-social behaviour	<ul style="list-style-type: none"><li>• Two comments raised concerns about antisocial behaviour and suggested it could be addressed through the design.</li></ul>
Pedestrian crossing	<ul style="list-style-type: none"><li>• One comment strongly supported a pedestrian crossing on Sandham Street.</li></ul>
Dogs off leash	<ul style="list-style-type: none"><li>• One comment expressed concern about dogs being off-leash and the potential for dog waste.</li></ul>

**Site features and materials**

This section focused on feedback about key site features. Four multiple-choice questions invited feedback on:

- Seating options
- Play space
- Materials palette
- Types of plants and greenery

Respondents could also provide open-text comments to expand on their answers.

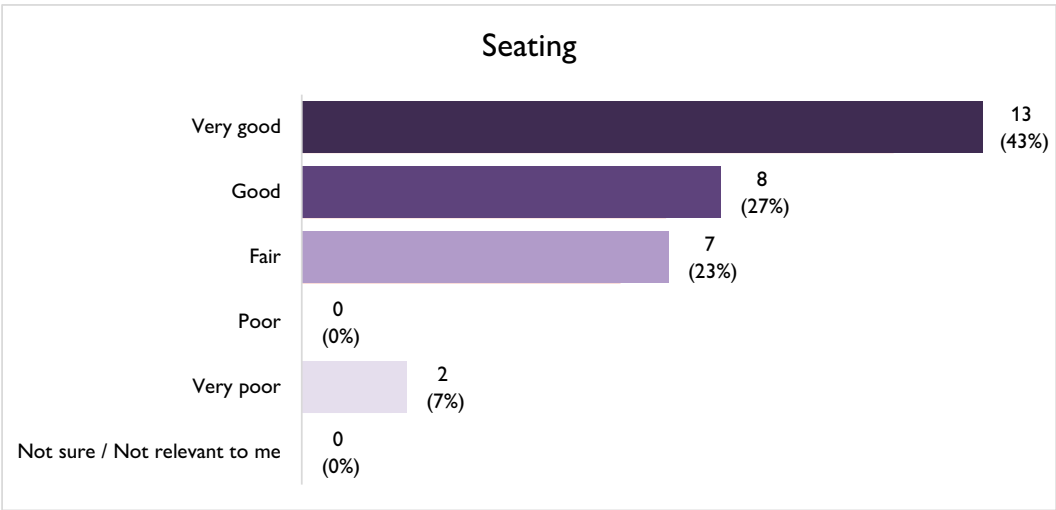
Of the 30 respondents, 18 provided additional comments (60 per cent response rate).

The most frequent comments are summarised and grouped into themes with the relevant multiple-choice question to give context to the results. Some comments touched on more than one theme.

**Question six: What do you think about the seating options in the draft design?**

This was a required question. It received a 100 per cent response rate (30 respondents).

- Most respondents felt the proposed seating options were *very good* (43 per cent) or *good* (27 per cent).
- Almost a quarter of respondents felt the seating options were fair (23 per cent).



Eight open-text comments related to the seating options (44 per cent of comments).

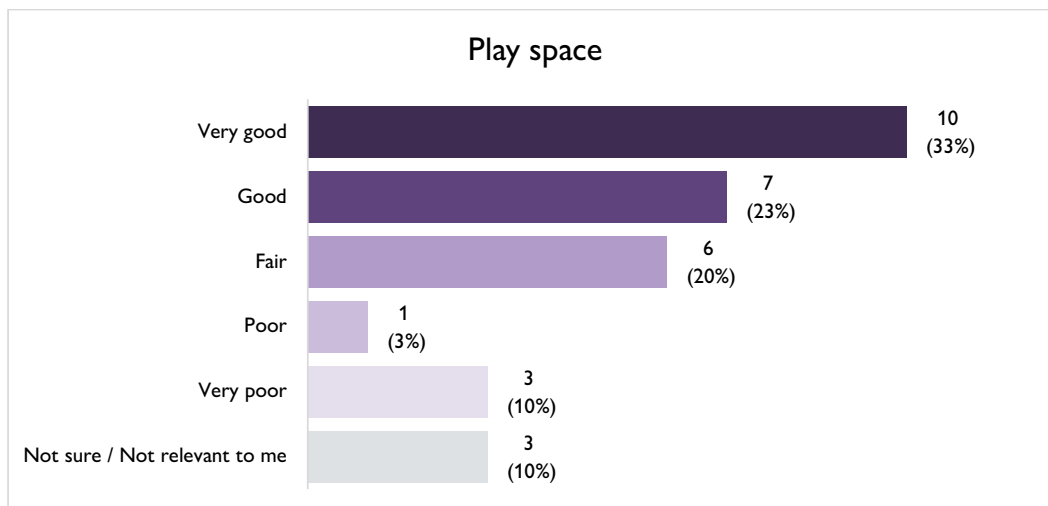
Theme	Description of comments
Accessibility	<ul style="list-style-type: none"><li>• Four comments requested more seating with appropriate back and arm support to better meet the needs of older adults.</li></ul>
Play area seating	<ul style="list-style-type: none"><li>• Two comments suggested adding more seating closer to the play area to support caregivers and families.</li></ul>

Theme	Description of comments
<b>Sense of safety</b>	<ul style="list-style-type: none"> <li>One comment felt the seating needs to be open and visible to support a sense of safety.</li> </ul>
<b>Too much seating</b>	<ul style="list-style-type: none"> <li>One comment felt the current design includes too much seating.</li> </ul>

### Question seven: What do you think of the proposed play space?

This was a required question. It received a 100 per cent response rate (30 respondents).

- Most respondents felt the proposed play space was *very good* (33 per cent) or *good* (23 per cent).
- 20 percent consider the play space *fair*.



Seven open-text comments related to the play space (39 per cent of comments) with the most common themes summarised below.

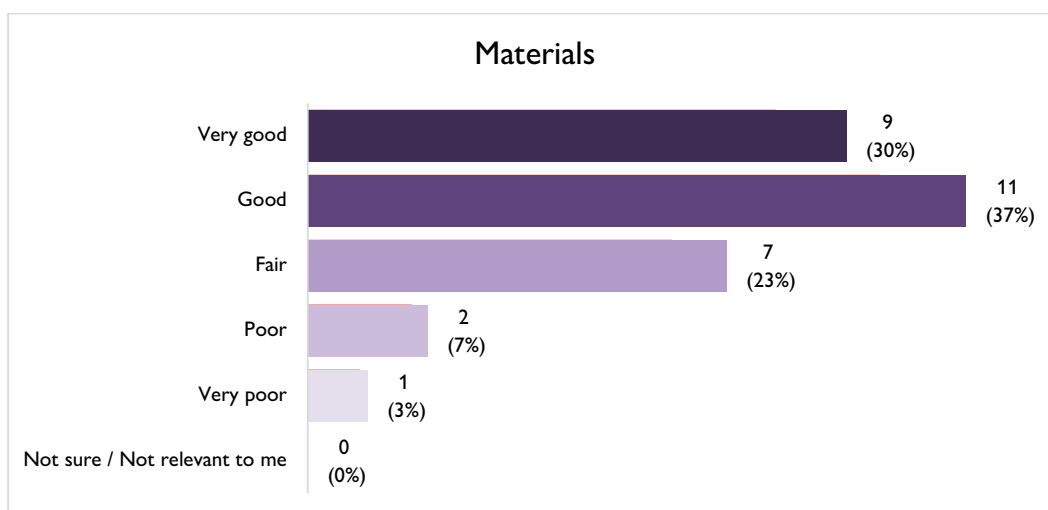
Theme	Description of comments
<b>Expand and diversify play opportunities</b>	<ul style="list-style-type: none"> <li>Five comments suggested expanding the play area and making it more engaging for children of all ages. Suggestions included adding a climbing wall, cubby house, water play area, and more than one swing set.</li> </ul>

Theme	Description of comments
<b>Prioritise nature play and environmental education</b>	<ul style="list-style-type: none"> <li>Two comments suggested using native plants and the landscape itself as an opportunity for learning and playing, rather than relying on built play equipment.</li> </ul>

### Question eight: What do you think of the materials shown in the draft design?

This was a required question. It received a 100 per cent response rate (30 respondents).

- Most respondents felt the proposed material were *good* (37 per cent) or *very good* (30 per cent).
- Almost a quarter of respondents felt the proposed material were fair (23 per cent).



Two open-text comments related to the materials (11 per cent of comments) are summarised below.

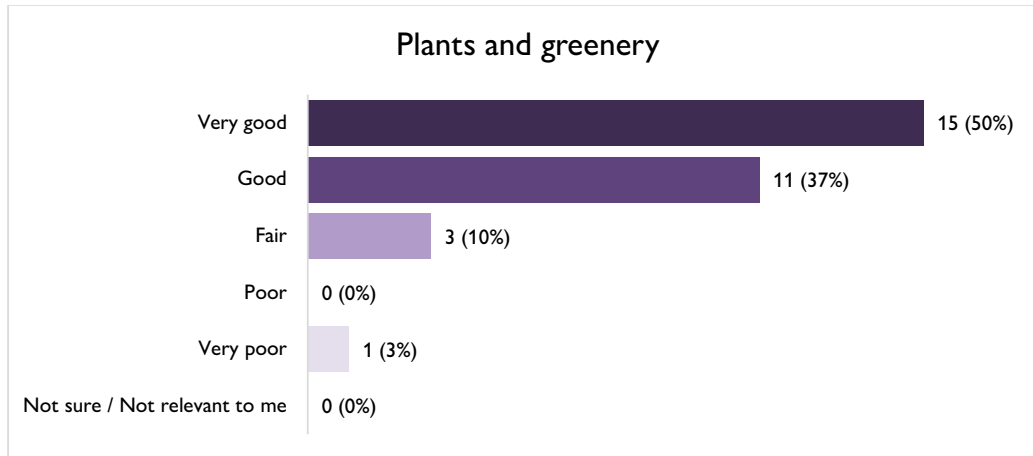
Theme	Description of comments
<b>Support for reusing materials</b>	<ul style="list-style-type: none"> <li>The comments strongly support reusing and repurposing materials in the design.</li> </ul>

### Question nine: What do you think about the types of plants and greenery proposed?

This was a required question. It received a 100 per cent response rate (30 respondents).



- Most respondents felt the proposed planting palette was *very good* (50 per cent) or *good* (37 per cent).



Nine open-text comments related to the materials (50 per cent of comments) with the most common themes summarised below.

Theme	Description of comments
<b>Support for native and indigenous plants</b>	<ul style="list-style-type: none"> <li>Six comments expressed strong support for using a diverse mix of native and indigenous plants to promote biodiversity and attract local wildlife such as birds and bees.</li> <li>One comment specifically recommended sourcing plants from the Bayside nursery.</li> </ul>
<b>Planting for visual appeal and function</b>	<ul style="list-style-type: none"> <li>One comment suggested including more colourful plants to enhance the garden's visual appeal.</li> <li>One comment proposed using small wattles or similar shrubs along the fence line to help screen the fencing.</li> </ul>
<b>Safety and suitability of plant selection</b>	<ul style="list-style-type: none"> <li>One comment raised concerns about the height of eucalyptus trees and their potential safety risks.</li> <li>One comment highlighted that open grassed areas offer little shade in summer and suggested prioritising planting that supports biodiversity.</li> </ul>

### Additional comments

#### Question eleven: Is there anything else you'd like to tell us about the draft design?

This was an optional question. It received a 60 per cent response rate (18 respondents).

- 24 per cent shared suggestions for additional amenities like drinking fountains, toilets, and BBQs.
- 18 per cent expressed interest in adding water features and play areas.
- Other suggestions included dog-friendly spaces (18 per cent) and more vibrant, creative elements (including artwork) (12 per cent).

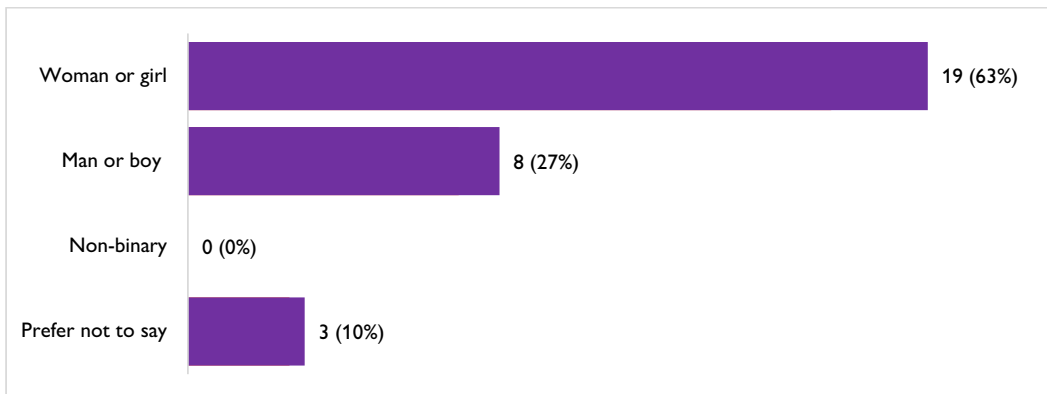
Theme	Description of comments	No. of comments	% of comments
<b>Broad support</b>	<ul style="list-style-type: none"> <li>Expressed broad support for the overall design.</li> </ul>	4	24%
<b>Extra amenities</b>	<ul style="list-style-type: none"> <li>Request for amenities such as drinking fountains, public toilets, and BBQs.</li> </ul>	4	24%
<b>Water features and play area</b>	<ul style="list-style-type: none"> <li>Requests for a water feature (such as a pond or fountain) and a water play area.</li> </ul>	3	18%
<b>Dog off leash</b>	<ul style="list-style-type: none"> <li>Request for a dog off-leash area.</li> </ul>	3	18%
<b>Creative elements and colour</b>	<ul style="list-style-type: none"> <li>Comment that the overall design could be more colourful and vibrant.</li> <li>Comment supporting incorporating artwork, particularly by a First Nations artist.</li> </ul>	2	12%
<b>Informal sports recreation</b>	<ul style="list-style-type: none"> <li>Comment noted the lawns should support informal recreation, such as throwing or kicking a ball.</li> </ul>	1	6%
<b>Disappointed</b>	<ul style="list-style-type: none"> <li>Comment expressing general disappointment in the overall design.</li> </ul>	1	6%
<b>Out of scope</b>	<ul style="list-style-type: none"> <li>Comments unrelated to the scope of the question or project.</li> </ul>	2	12%

## Demographic profile

### Question twelve: What is your gender?

This was a required question. It received a 100 per cent response rate (30 respondents).

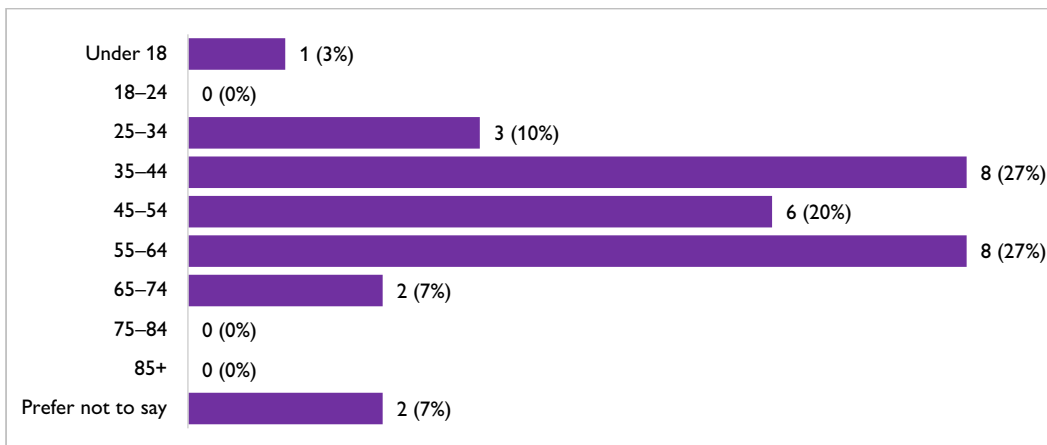
- We mostly heard from women (63 per cent), followed by men (27 per cent).



### Question thirteen: What is your age?

This was a required question. It received a 100 per cent response rate (30 respondents).

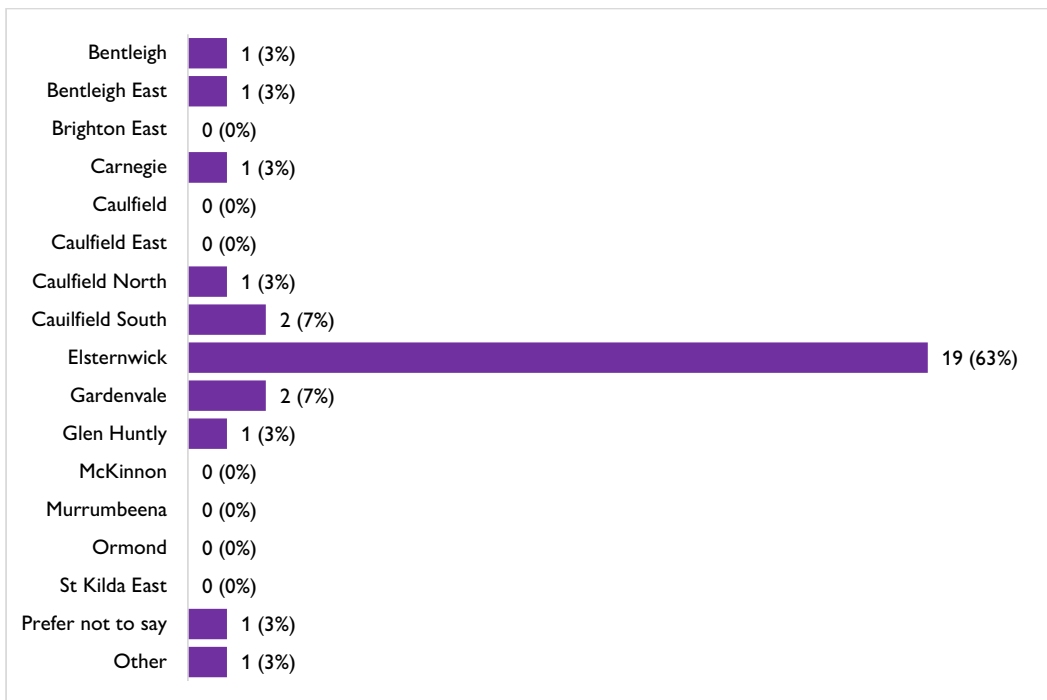
- The top three age ranges were 35–44 and 55–64 (27 per cent, respectively) and 45–54 (20 per cent).
- Some age ranges were not represented in the survey, including 18 -24 and those over 75.



### Question fourteen: What suburb do you live in?

This was a required question. It received a 100 per cent response rate (30 respondents).

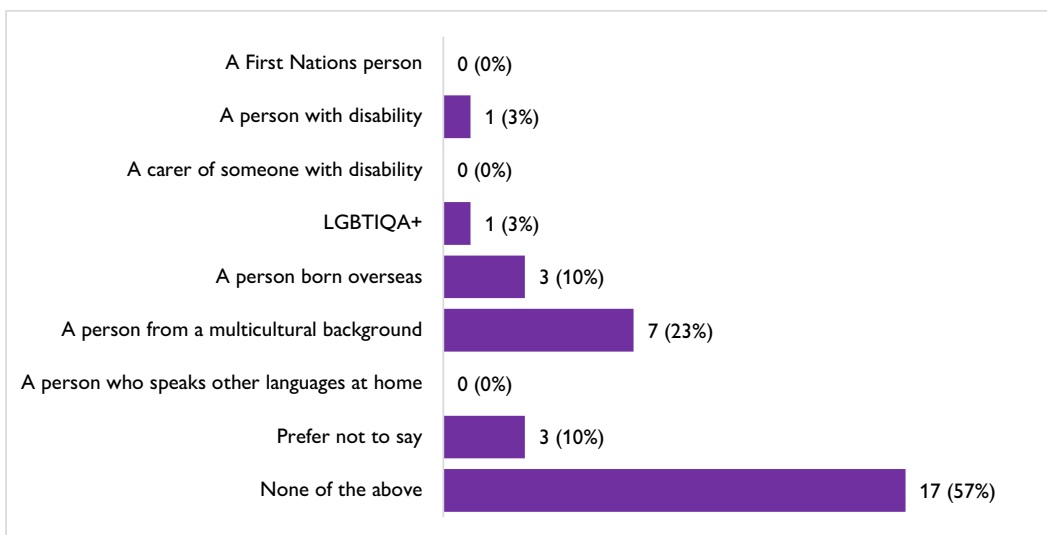
- Elsternwick had the highest suburb response rate (63 per cent).



#### Question fifteen: Do you identify as any of the following?

This was a required question. It received a 100 per cent response rate (30 respondents).

- 57 per cent of respondents don't identify with a particular identity.
- Of those who did, 23 per cent are from a multicultural background and 10 per cent were born overseas.



## Email submissions

During the engagement, **five** email submissions were received. These submissions are summarised below.

### Email one

- Overall feedback is positive.
- Appreciates inclusion of quiet spaces, shade trees, and seating.
- Suggests reconsidering how the park interfaces with its surroundings:
  - Active, noisy areas (Village Green and Games Arena) are adjacent to quiet residential streets (St Georges Rd and Allison Rd).
  - Passive, quiet areas (Heritage Lawn and The Grove) are next to busy non-residential Sandham St.
- Requests more clarity on the Allison Road interface:
  - Notes that ideas were discussed at a pop-up event but are not reflected on the plans.

### Email two

- Overall feedback is positive.
- Requests that shade trees be deciduous and mainly European varieties.
  - Deciduous trees allow more sunlight in winter, which is important.
  - European trees are considered safer because gum trees can drop branches.

### Email three

- Suggests Covered Pavilion be designed to support solar panels and battery storage for daytime power and night security lighting.
- Warns against using clear covering on semi-covered pavilion, as it can trap heat in summer.
- Recommends vehicle collection/drop-off areas at Sandham Street and Allison Road:
  - It should include seating, weather protection, and good lighting for safety.

### Email four

- Suggests sloping the lawn opposite the rear terrace to the north.
  - This would create a partial amphitheatre effect and improve visibility of the 'stage' during performances.

### Email five

- Overall feedback is positive; appreciates native shrubs, trees, and natural materials — more greenery is encouraged.

- Concern about BBQ area near quiet seating close to homes:
  - Would cause noise and reduce privacy.
- Opposes suggestions for mini golf, sports goals, water play, bike track, and extra play equipment raised in public submissions on the Have Your Say website:
  - Believes these are better suited to larger parks and not aligned with a peaceful green space.
- Requests play equipment for older children be positioned further from nearby properties, ideally towards Sandham Street.
- Concern about noise from events and performances in proposed areas:
- Notes issue with retaining wall causing subsidence; wants future repair considered.
- Requests fencing of suitable height and material, with attention to acoustic properties for noise reduction.

## Targeted engagement results

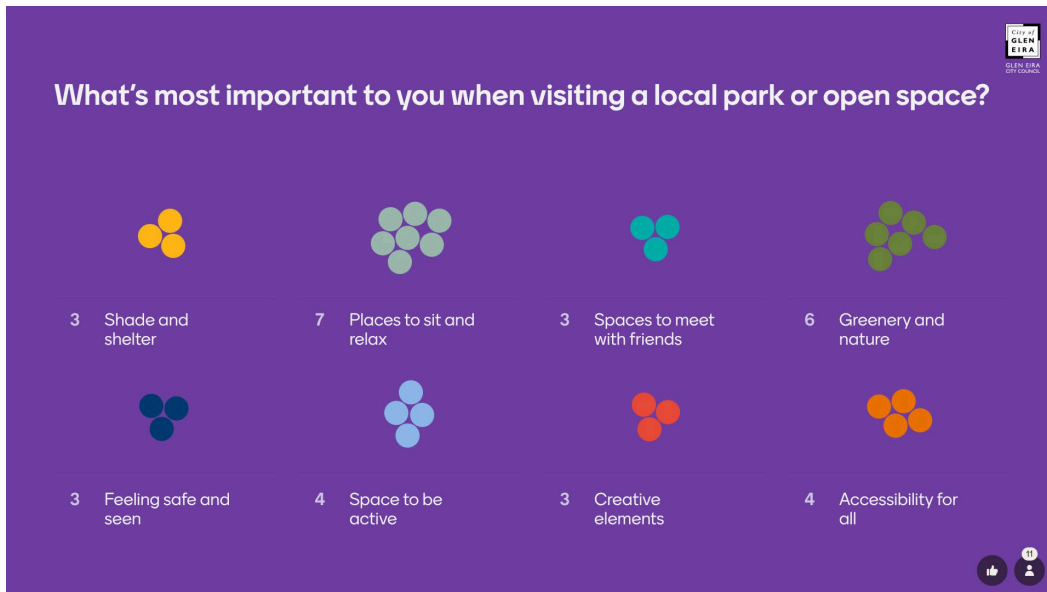
### Youth Engagement Team

Glen Eira Council's Youth Engagement Team (YET) brings together youth advocates and leaders aged 18–25. Their role is to support Council projects and help achieve better outcomes for young people in our community.

The team shared feedback on the draft design using an interactive Mentimeter presentation and shared verbal comments as part of group discussion. The questions and results are summarised below.

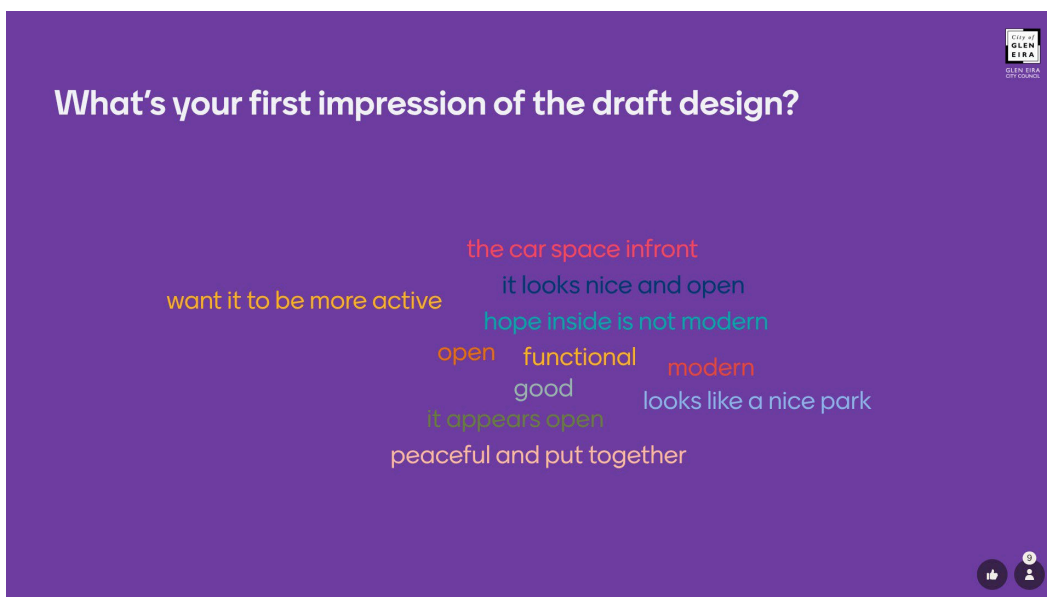
### Most important features for a park or open space

- The top features were **places to sit and relax** and **greenery and nature**.
- Discussion also highlighted
  - Need for spaces that balance quiet areas for study/reading with active areas for socialising.
  - Preference for an open layout that supports passive surveillance; agreement that busy spaces feel safer.
  - Importance of street lighting for safety and usability.
  - Preference for native plants and greenery.



### First impressions

- Many commented on the 'open' design.

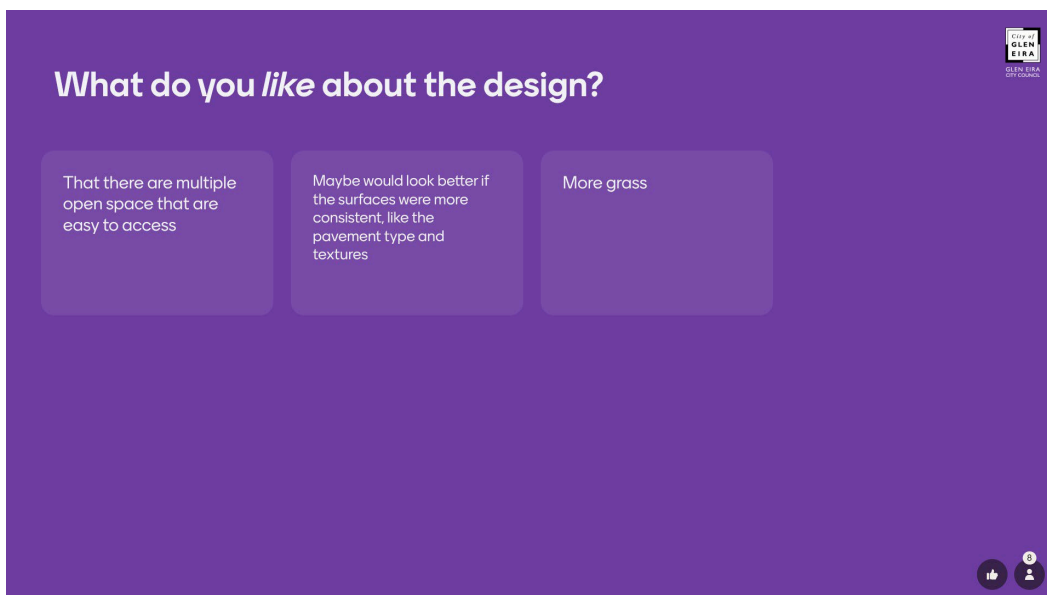
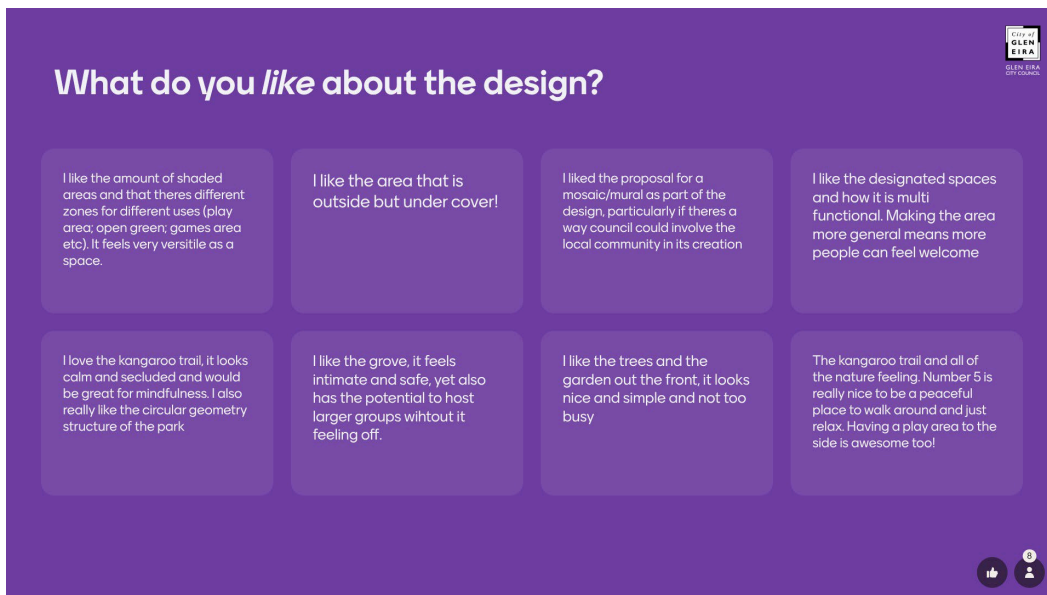


### What do you like about the design?

- The comments broadly highlighted:
  - Greenery and natural feel
  - Variety of spaces for different uses
  - Quiet, relaxing areas



- Discussion also highlighted
  - Appreciation for the Kangaroo Trail
  - Comments that the design seems overall ‘peaceful and put together’
  - The space has the potential for activation



### What's missing or could be improved?

- The comments broadly highlighted:
  - Additional amenities such as bins, BBQs, lighting, charging stations, and Wi-Fi.

- More play equipment for children and options for informal games.
- Different seating (including small tables), consistent surfaces, and shaded areas.

**What's missing or could be improved?**

If possible - charging stations on the benches

There should be more play equipment/structures or places that are more designed for children

Bins - waste, recycling, green/food waste(?)




Bins, barbeques, lighting, decent play equipment

The circular seating area has the grounds that look like gravel. Could that be changed to the soft squishy surface of some places? Just about dust and similar.

Small tables with some of the seating

Is it possible to have lawn games people could borrow or have it already be integrated into the big green place?

WiFi

**What's missing or could be improved?**




More consistent surfaces and textures

Small active space

The cafe idea for the building is really good. Could also just be a small canteen, especially just next to the seating area right next to the big green area for people to grab food when studying etc

Bins

..

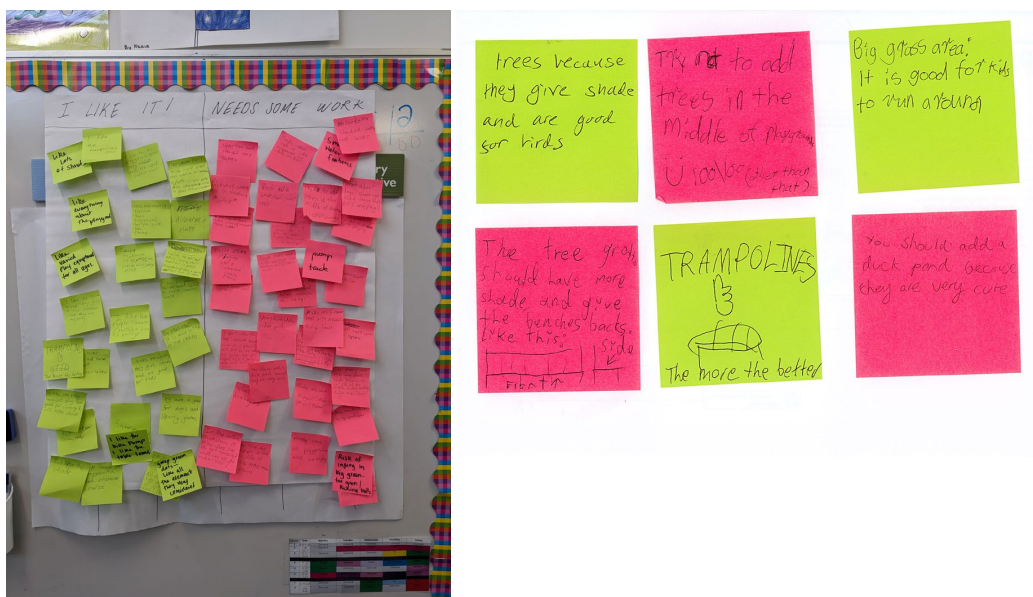
## Sholem Aleichem College

A group of 30 students from Years 5 and 6 at Sholem Aleichem College took part in an interactive workshop at their school.

Students explored the draft design through two activities, then shared comments on what they liked and what they thought could be improved.

In total, 65 comments were captured.

- 28 comments related to what they like
- 37 comments related to what needs work



## What they liked about the design



**39%**

**Nature**



**32%**

**Play space**



**21%**

**Open lawn**



**21%**

**Seating**



**11%**

**Social activities**

- 'I like the flowers because they give a nice aesthetic'
- 'Ropes area in the playground'
- 'Big grass area: it is good for kids to run around'
- 'Seating: Me get tired easily, having many benches is good'

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Engagement Report

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- *'Village green is great for picnics'*
- *'Everything is well considered and gels together nicely'*

### Their ideas and suggestions for the design



**24%**

**Play space**



**19%**

**Sports**



**19%**

**Water features**



**16%**

**Open lawn**



**13%–16%**

**Seating, shade  
and shelter**

- *'More slides and more swings'*
- *'Wall for tennis and soccer'*
- *'Maybe some sort of water equipment for when it's hot?'*
- *'The grassed area is too plain. Request for more shade'*
- *'Less benches – current design is seen that they take too much space'*
- *'In the not ideal circumstance it rains, where can we get cover? And what can we do undercover'*

### Disability Reference Committee

Glen Eira Council's Disability Reference Committee (DRC) provides advice on access and inclusion for people with disability. The committee includes people with disabilities, carers, community representatives, and disability service providers.

We attended the committee's quarterly meeting, where members had the opportunity to review the design, ask questions, and provide verbal feedback.

The committee were broadly supportive of the draft design, and will continue to provide input on the project, particularly during the detailed design phase.

**10.5 NOTICE OF MOTION NO. 25/002 - OFFICER RESPONSE: UPDATE ON FOOTPATH CONDITIONS**

**Author:** Jessica Wingad, Manager Sustainability and Assets

**Director:** Niall McDonagh, Director Sustainability, Assets and Leisure

**Trim No:** 25/1474442

**Attachments:** Nil

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**EXECUTIVE SUMMARY**

This report provides Council with a comprehensive update on the condition of Glen Eira's footpath network and the outcomes achieved through the Footpath Renewal Program in response to the Notice of Motion dated 29 July 2025.

The footpath network is a vital part of the city's infrastructure, supporting safe and accessible movement for all community members. Over the past five years, Council has implemented significant improvements to its asset management approach, including proactive grinding, targeted renewals, and enhanced monitoring systems. These initiatives have delivered measurable benefits, with 95.8 per cent of the network now rated between condition 1 and 3 and a marked reduction in trip-related claims.

The report outlines key trends in financial investment, renewal methodology, and network condition, demonstrating how strategic planning and data-driven decision-making have improved safety and service performance. It also highlights the progressive removal of asphalt wedges, which is on track for completion by 2027–28, and the integration of sustainability measures aligned with the Climate Emergency Response Strategy 2025–2029. Looking forward, Council will continue to strengthen predictive analytics, maintain financial sustainability, and enhance community engagement to ensure the program remains responsive to expectations and compliant with legislative requirements.

This update confirms that Glen Eira's proactive approach to footpath management is delivering long-term benefits for accessibility, safety, and climate resilience, while supporting the objectives of the Council Plan 2025–2029.

The report recommends that Council note the outcomes of the Footpath Renewal Program.

**RECOMMENDATION**

That Council acknowledge the progress and outcomes of the Footpath Renewal Program and endorse the continued implementation of proactive grinding, asphalt wedge removal, and data-driven renewal strategies as outlined in this report.

**BACKGROUND**

Council's footpath network is a critical component of Glen Eira's public infrastructure, supporting safe and accessible movement for all community members. Over recent years, Council has implemented significant changes to its asset management approach, including the introduction of proactive grinding, targeted renewals, and improved monitoring systems. These initiatives have delivered measurable improvements in network condition and safety, as reflected in the latest condition audit and reduced trip-related claims.

Despite these positive outcomes, community expectations for safe and accessible footpaths continue to rise, and Councillors have sought greater transparency on the effectiveness of Council's investment and renewal strategies. In response to these concerns, a Notice of Motion was submitted on 29 July 2025 by Cr Simone Zmood, supported by Cr Luca Ragni and Cr Margaret Esakoff, requesting a comprehensive report on the condition of Council's footpath network and the methods used to maintain and improve it.

The motion specifically called for:

- An overview of Council's approach to footpath maintenance and renewal.
- Current condition assessment and trend analysis over the past five years.
- Data on the use of asphalt wedging and grinding in improving network condition.
- Financial investment trends and square metres delivered through the Footpath Program.
- Opportunities for emerging technologies and innovative practices to enhance program performance.

This report has been prepared to address these requirements and provide Council with a clear, evidence-based update on the state of the footpath network, the outcomes achieved through strategic asset management, and the forward plan to maintain safety, accessibility, and sustainability

ISSUES AND DISCUSSION

Council manages approximately 868 km of footpath assets. These are maintained through the annual Footpath Renewal Program, which delivers both planned renewals identified through condition surveys and reactive works generated from inspections and customer service requests, consistent with the RMP.

Over the past five years, Council has maintained a focussed effort on improvement of footpath condition. This has included an increased investment, revised methodology and improvement in monitoring and reporting. Council completes a comprehensive condition audit every four years as part of the refresh of the asset planning process. The most recent data represented the FY25 footpath condition.

The FY25 Footpath Program aligns with Council's Asset Management Policy and the Institute Public Works and Engineering Australia (IPWEA) best practice framework, ensuring that renewal decisions are evidence-based and service-level driven.

Complementing the asset condition analysis, Council also considers the range of community engagement inputs including the community satisfaction survey to ensure the asset planning meetings community expectation. Further, Council monitors customer reports and claims to ensure a responsiveness to community safety risks.

Current condition assessment and trend

The most recent full Footpath Network Condition Survey continues to inform program development. It confirms that network condition remains consistent with the "very good" rating achieved in 2024-25.

Table 1: Footpath network condition in 2022 & 2025

Condition	Description	2021-2022		2024-2025	
		Asset Segment	% of Total	Asset Segment	% of Total

1	Very Good	679	11.47%	899	15.19%
2	Good	1488	25.16%	2366	39.99%
3	Fair	3657	61.8%	2403	40.61%
4	Poor	89	1.51%	222	3.75%
5	Very Poor	3	0.05%	26	0.44%
Not Accessed	-			1	0.02%
Total		5916	100%	5917	100%

Overall, 95.8% of the network is rated between condition 1–3, confirming the continued success of renewal targeting and proactive maintenance initiatives.

Figure 1 below compares the distribution of footpath conditions across six different years: 2006, 2009, 2013, 2017, 2022, and 2025. The condition ratings range from 1 (Very Good) to 5 (Very Poor), with the y-axis showing the percentage of footpath segments in each condition.

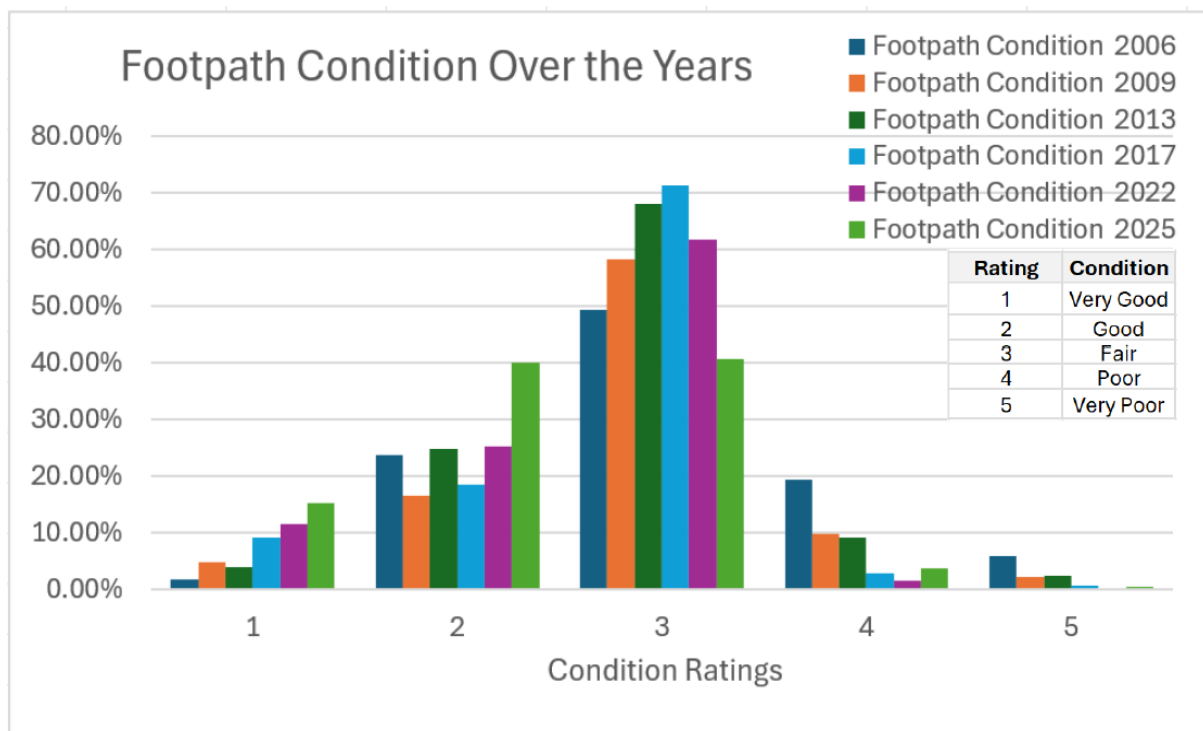


Figure 1: Footpath area condition distribution over the years

#### Key Observations:

- **Most footpaths are rated as '3' (Fair):** In every year, the largest proportion of footpath area falls into condition 3. However, the percentage in this category has decreased over time—from a peak in 2013/2017 (around 70%) to a lower value in 2025 (about 38%).



- **Shift to 'Good' and 'Very Good':** Given Council's changed methodology and strategic investment, there is a visible increase in the proportion of footpaths rated as '2' (Good) and '1' (Very Good).
- **Marginal increase in 'Poor' and 'Very Poor':** The marginal increase observed in condition 4 (Poor) and 5 (Very Poor) footpaths reflect the continued degradation of condition 3 (Fair) footpaths due to general wear and tear and variations based on the area-based approach.

The footpaths under condition 4 and 5 in 2025 were further interrogated and found to be new entries into this category demonstrating the effectiveness of our current data driven approach targeting the condition '4' (Poor) and '5' (Very Poor) footpaths for annual renewal. Whilst it is reasonable under best value asset management standards for Fair condition footpath to slip into the Poor or Very Poor condition, Councils strategic approach will ensure that the backlog is always kept within reasonable levels in line with Councils Asset Policy.

The typical movement in the number of footpaths in each condition rating is described below.

- Ongoing progressive degradation of footpath condition from good rating to lesser rating due to wear and tear: 1>2>3>4>5
- Improvement in condition of Fair, Poor and Very Poor condition footpath to Good and Very Good because of strategic panel replacements and proactive inspection and repairs.

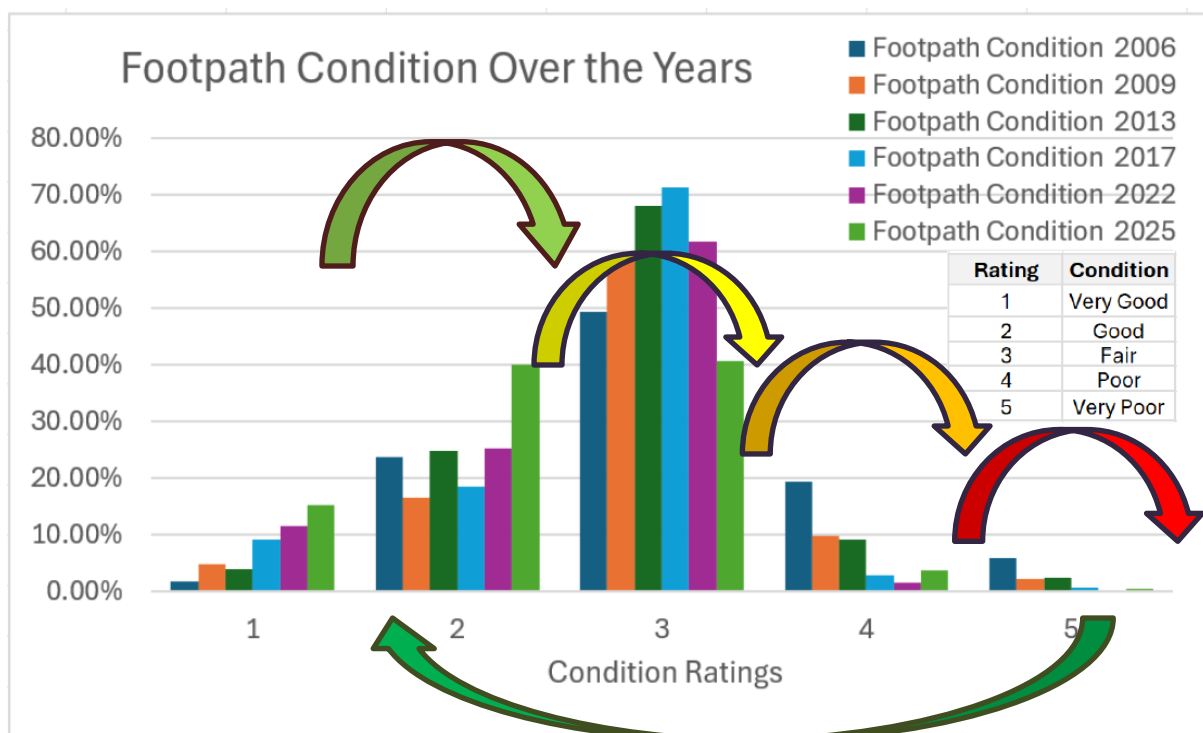


Figure 2: Typical condition cycle of footpath assets

### RENEWAL PROGRAM DEVELOPMENT

The footpath network is divided into 68 work areas. Condition and inspection data are overlaid to identify and prioritise renewal locations with higher concentrations of condition 4–5 segments. The 2025–26 program continues to balance programmed renewals (data-driven replacements) and reactive renewals (identified through inspections or service requests).

Introduced in 2022–23, the footpath grinding initiative remains integral to improving condition 2–3 assets, mitigating trip hazards, and extending asset life while optimising expenditure through proactive efforts. Since its commencement, grinding works have been completed in 28 out of the 68 work areas, along with specific high-priority locations across Glen Eira as part of the proactive grinding program and Better Street Better Places program. By the end of this financial year, Council expects to complete 46 areas out of the 68 across the municipality.

Prior to the commencement of the grinding contract, Glen Eira's footpath network contained approximately 80,000 asphalt wedges. Over the past three years, 33,000 wedges have been removed, significantly reducing trip hazards and improving accessibility. By the end of the 2025–26 financial year, this figure will increase to 55,000 wedges removed, and based on the current renewal program, it is anticipated that all asphalt wedges will be eliminated by the end of the 2027–28 financial year. This progressive removal aligns with Council's strategic asset management approach, ensuring long-term safety and compliance.

Wedging is now only used in limited circumstances, such as:

- Arterial roads where works are restricted by the Memorandum of Authorisation (MOA);
- Locations requiring temporary fixes before contractor works;
- High-profile areas needing short-term solutions; and
- Other locations with special circumstances.

Where possible, grinding is prioritised as the first option before considering footpath replacement, reinforcing Council's commitment to sustainable and cost-effective asset management.

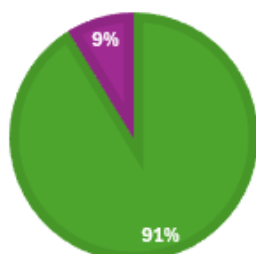
### **CUSTOMER REQUEST AND CLAIMS DATA**

An analysis of customer request and incident data for the 2024–25 financial year (as of 30 June 2025) reveals the following:

- Total footpath-related customer service requests: 901
- Trip-related requests: 88 (approximately 9.8% of total requests)

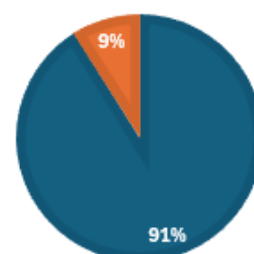
**FOOTPATH CUSTOMER REQUESTS - APR 2023-APR 2024**

■ Customer Requests – Footpaths ■ Trip Incidents



**FOOTPATH CUSTOMER REQUESTS - JULY 2024-JUN 2025**

■ Customer Requests – Footpaths ■ Trip Incidents



This represents a moderate increase in general requests from 680 in FY 2023–24, largely attributed to improved community reporting through digital channels. Importantly, the proportion of trip-related requests remains stable, supporting the conclusion that network safety is being maintained.

A total of 19 claims related to footpath falls were recorded during the 2024–25 financial year. This represents a notable reduction compared to 29 claims reported in the previous financial year, 2023–24. The decrease in the number of claims may be considered an indicator of improved footpath safety over the past year due to continued monitoring and proactive maintenance.

However, it should be noted that fall claims are neither correlated with Poor or Fair condition footpaths, nor proportional to footpath usage as seen in the following tables 2 & 3. The locations of footpath claims are provided in Table 2 below.

*Table 2: Footpath condition at location of trip claims*

Footpath Condition at Location of Trip Claims	2023-2024		2024-2025	
	Number of Claims	Approximate Percentage	Number of Claims	Approximate Percentage
Condition 1 - Excellent	2	7%	1	5%
Condition 2 - Very Good	4	14%	11	58%
Condition 3 - Good	23	79%	7	37%
Condition 4 - Fair	0	N/A	0	N/A
Condition 5 - Poor	0	N/A	0	N/A
<b>TOTAL</b>	<b>29</b>	<b>100%</b>	<b>19</b>	<b>100%</b>

*Table 3: Footpath usage class at location of trip claims*

Footpath Usage Class at Location of Trip Claims	2023-2024		2024-2025	
	Number of Claims	Approximate Percentage	Number of Claims	Approximate Percentage
High	5	17%	2	10%
Medium	13	45%	14	74%
Low	11	38%	3	16%
<b>TOTAL</b>	<b>29</b>	<b>100%</b>	<b>19</b>	<b>100%</b>

## CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The Footpath Renewal Program directly supports Council's Climate Emergency Response Strategy 2025–2029 by embedding sustainability principles into all stages of planning and delivery. Key actions include:

**Low-Emission Construction Practices:** All renewal works prioritise methods and materials that minimise greenhouse gas emissions, including optimised grinding techniques to reduce waste and energy use.

**Use of Recycled and Sustainable Materials:** Concrete mixes incorporate recycled aggregates where feasible, and asphalt removal programs ensure responsible recycling of recovered materials. Permeable paving solutions are applied in suitable locations to enhance stormwater infiltration and reduce urban heat impacts.

**Tree Protection and Urban Cooling:** The program integrates TripStop edge restraints and design measures that protect tree root systems, supporting canopy retention and contributing to Glen Eira's urban cooling objectives.

**Circular Economy Alignment:** Progressive elimination of asphalt wedges (anticipated by 2027–28) reduces reliance on temporary fixes and supports a shift to durable, sustainable solutions, consistent with CERS goals for waste reduction and resource efficiency.

**Climate Resilience and Adaptation:** Renewal designs consider climate impacts such as increased rainfall intensity and heat stress, ensuring footpaths remain safe, accessible, and resilient under future conditions.

By aligning asset renewal with CERS 2025–2029, the program not only improves safety and accessibility but also advances Council's commitment to carbon reduction, biodiversity protection, and sustainable infrastructure delivery.

### FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

Over the past five years, Council's investment in the Footpath Renewal Program has remained steady, with the average financial investment over the six years of \$2.36 million, with some year-on-year variation due to specific projects and additional renewal works. This trend reflects Council's strategic approach to maintaining network condition, supported by targeted initiatives such as the Great Walking Streets Project in 2021–22, which attracted \$500,000 in Federal funding and an additional \$200,000 Council contribution on top of the standard renewal budget. These investments have enabled proactive maintenance and larger-scale renewals, ensuring continued improvement in footpath safety and condition.

Council's budget allocations for the footpath renewal program year-on-year in show in the following table:

Financial Year	Financial Investment
2020–21	\$2.27 million
2021–22	\$2.92 million
2022–23	\$1.93 million
2023–24	\$2.60 million
2024–25	\$2.23 million
2025-26	\$2.23 million

*Table 4: Council's budget allocations for the footpath renewal programme*

Preventative maintenance strategies and data-driven prioritisation continue to reduce risk exposure and extend the service life of existing assets, thereby supporting long-term sustainability and financial efficiency. Resource allocation has been optimised through effective deployment of workforce capacity, materials, and technology, ensuring that operational demands are met without compromising strategic priorities.

These measures are actively monitored and enforced across both operational and strategic risk frameworks, ensuring assets do not fail prematurely and that all asset management systems and practices remain robust and effective.

Council maturity in asset planning, including the development of the Asset Plan 2025 – 2035 and the suite of guiding strategies, policies and asset management plans demonstrates good governance together with sound data based decision making and transparency.

## **POLICY AND LEGISLATIVE IMPLICATIONS**

The program continues to comply with the updated Road Management Plan (2025) and the Asset Plan 2025–2035 in the management of footpath infrastructure, ensuring alignment with the principles of the asset management framework and guided by the relevant asset management plan. The Road Management Plan provides a structured inspection, maintenance, and intervention response timeframes that directly addresses legislative obligations and mitigates potential risks.

**Disability Discrimination Act 1992 (DDA):** Council has a legal responsibility to ensure footpaths are accessible to people with a range of disabilities. This implication will be avoided through prioritisation of upgrades in high-use areas, and adherence to universal design standards in all renewal and maintenance works high activity areas.

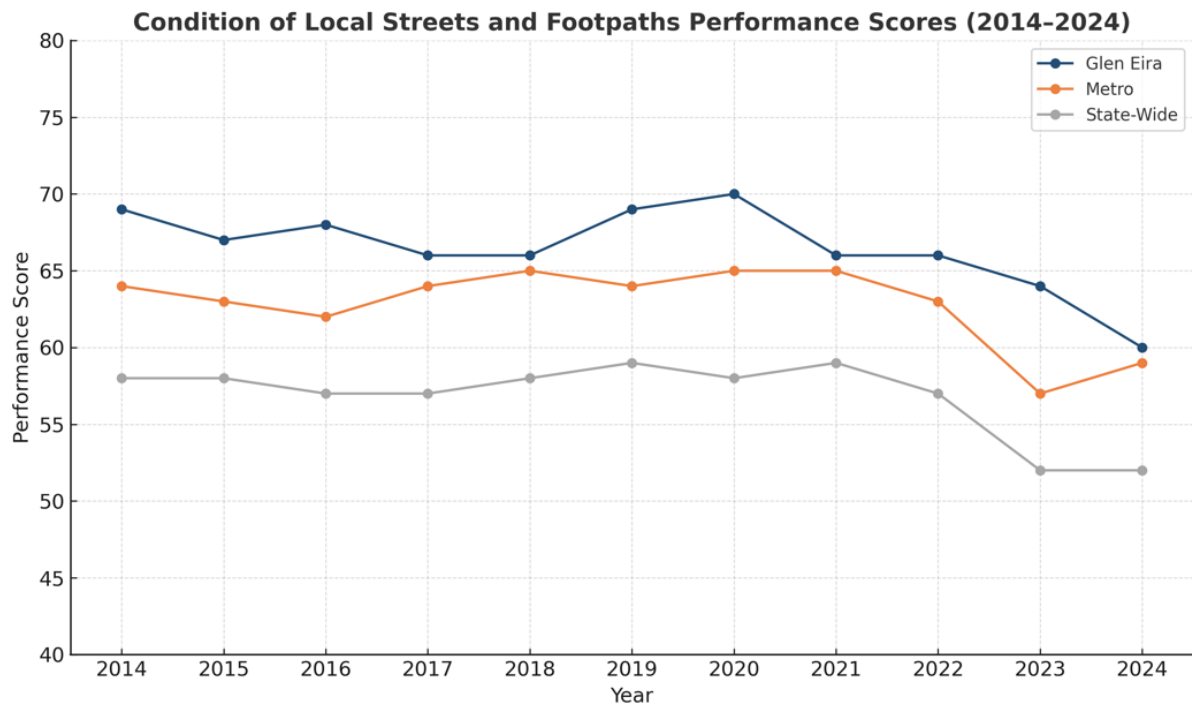
**Local Government Act 1989 & Road Management Act 2004:** The plan mandates proactive inspection cycles and hazard response times, ensuring footpaths remain safe and unobstructed. By embedding these requirements into operational procedures, Council avoids liability and maintains pedestrian safety.

Through the updated Road Management Plan 2025, Council not only meets legislative requirements but also enforces preventative measures that reduce risk, extend asset life, and ensure long-term sustainability of footpath infrastructure.

## **COMMUNICATION AND ENGAGEMENT**

### ***Local government community satisfaction survey***

While the 2025 results recorded a slight decline in the “condition of local streets and footpaths” score from 64 (2023) to 60 (2024), Glen Eira continues to outperform both the metropolitan average (59) and statewide average (52).



Given the ongoing improvements in maintenance and communication initiatives implemented throughout FY 2024–25, it is anticipated that future survey results will reflect a corresponding improvement in public satisfaction.

It is important to note that the recent decline in survey figures is not limited to the footpath network but also extends to Council-managed roads and the state road network.

Building on prior year initiatives, the FY25 program includes enhanced communication activities such as:

- Advance notification to residents and business before renewal works;
- Onsite signage during construction;
- Targeted social media campaigns;
- Updated website information highlighting Councils continued investment in safe and accessible footpaths;
- Alignment with Out Place, Our Plan community engagement outcomes and the deliberative panel process to ensure community priorities are reflect in shaping the Strategic Asset Management plans and strategies; and
- Integration with Council's Asset Plan 2025 – 2035 and Council Plan 2025 – 2029 objectives to support transparency, accessibility, and community-informed decision making.

### LINK TO COUNCIL PLAN

Strategic Direction 2: Diverse, welcoming and accessible places

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

This report supports the delivery of the Council Plan 2025–2029 by contributing to the following strategic directions and priorities:

**Connected, Accessible and Inclusive Places:** The Footpath Renewal Program ensures safe, accessible, and well-maintained pedestrian infrastructure, improving mobility for all community members, including people with disabilities and older residents.

**Sustainable and Climate-Resilient City:** By integrating low-emission practices, recycled materials, and permeable paving solutions, the program advances Council's commitment to reducing carbon emissions and adapting infrastructure to climate impacts.

**Safe and Liveable Neighbourhoods:** Proactive grinding and removal of asphalt wedges reduce trip hazards and improve safety, supporting Council's objective to create environments where people feel secure and confident to walk.

**Community Engagement and Transparency:** The program aligns with deliberative engagement outcomes and the Asset Plan 2025–2035, ensuring decisions are data-driven, transparent, and informed by community priorities

Through these actions, the Footpath Renewal Program demonstrates Council's commitment to delivering infrastructure that is inclusive, sustainable, and responsive to community needs, consistent with the vision and objectives of the Council Plan 2025–2029.

## OFFICER DECLARATION OF CONFLICT OF INTEREST

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

## CONCLUSION

The analysis confirms that Glen Eira's strategic approach to footpath management is delivering measurable improvements in network condition, safety, and service performance. With 95.8 per cent of the network now rated between condition 1 and 3 and a notable reduction in trip-related claims, the program demonstrates the effectiveness of proactive grinding, targeted renewals, and data-driven prioritisation.

Looking ahead, Council will continue to build on these achievements by completing the progressive removal of asphalt wedges by 2027–28, eliminating temporary fixes and enhancing long-term safety. The integration of incident and request data into asset management systems will enable predictive analytics, supporting smarter decision-making and improved responsiveness.

The Footpath Renewal Program remains financially sustainable, compliant with legislative requirements, and responsive to community expectations. Ongoing monitoring and transparent reporting will underpin continuous improvement and confirm Council's commitment to safe, accessible, and climate-resilient public infrastructure



## 10.6 NOTICE OF MOTION NO. 25/005 - OFFICER RESPONSE: DWELLING CONSTRUCTION PIPELINE IN GLEN EIRA

**Author:** Kristian Cook, Coordinator Urban Planning

**Director:** Rosa Zouzoulas, Director Planning and Place

**Trim No:** 25/1471798

**Attachments:** Nil

### EXECUTIVE SUMMARY

This report arises from a Notice of Motion at the Ordinary Council Meeting on 16 October 2025, requesting Council officers prepare a report that compares the number of dwellings approved under permits to the number of dwellings that are actually constructed. The report provides a comparison between the numbers last reported in 2021 to those across the following four year period.

The report demonstrates that there have been reductions in the number of applications being lodged with Council, reduction to the dwelling yield, whilst those permits being acted upon has also reduced. For example, in 2024, 518 dwellings were approved yet only 55 have been constructed. The report also notes that Council's approval of applications for new dwellings has increased to 99% in 2024.

### RECOMMENDATION

That Council notes the report.

### BACKGROUND

At the Ordinary Council Meeting on 16 October 2025, Council resolved that officers:

1. Prepare a report on dwelling construction in Glen Eira. The report should include, but not be limited to, information on the following:
  - a. An update to the data supplied to Council at the Ordinary Council meeting held on 12 October 2021 regarding "New Dwelling Comparison".
  - b. Data spanning a four-year period, incorporating planning and building statistics for single dwellings, dual occupancy dwellings and multi-dwelling developments.
  - c. Officer commentary on dwelling application trends over the past four years, including observations on changes in development patterns, contributing factors, and relevant insights drawn from professional experience.

To provide context, the following are the numbers reported in 2021:

#### Single dwellings

Year	Planning permits issued	Number of approved dwellings	Number of permits acted on	Number of new dwellings constructed
2017	28	28	17	17
2018	36	36	27	27
2019	24	24	18	18

2020	35	35	6	6
<b>Total</b>	<b>123</b>	<b>123</b>	<b>68</b>	<b>68</b>

Dual occupancy dwellings

Year	Planning permits issued	Number of approved dwellings	Number of permits acted on	Number of new dwellings constructed
2017	315	630	222	444
2018	290	580	144	288
2019	180	360	81	162
2020	146	292	13	26
<b>Total</b>	<b>931</b>	<b>1862</b>	<b>460</b>	<b>920</b>

Multi-unit dwellings

Year	Planning permits issued	Number of approved dwellings	Number of permits acted on	Number of new dwellings constructed
2017	79	965*	35	377
2018	59	508*	16	144
2019	48	320	5	53
2020	34	384	0	0
<b>Total</b>	<b>220</b>	<b>2177</b>	<b>56</b>	<b>574</b>

*\*Permit information was not available in electronic format and therefore some of the total approved dwelling numbers are unable to be verified.*

**ISSUES AND DISCUSSION**

This report presents the total number of new dwellings approved under a planning permit with the number of new dwellings built and is broken down into single dwellings, dual occupancy dwellings and multi-dwelling developments. It covers the period of 2021-2024.

The data sets that have been used include a list of planning permits issued and the list of new rateable properties over the four years. There is no report that provides a correlation of these two data sets.

The methodology in reviewing the data included a manual comparison of the two different data sets. It has sought to, as best as possible, link a new dwelling built to its respective planning permit. It excludes dwellings constructed where a planning permit is not required (including as of right construction where authorised under a development plan approval).

The following, as best possible, compares the number of new dwellings approved under planning permits to the number of new dwellings that are actually constructed.

It is noted that some of the developments authorised by permits may have commenced but are not yet complete and therefore has not provided a new rateable dwelling. Similarly, a number of the permits are still valid and have not yet been acted upon.

Single dwellings

Year	Planning	Number of	Number of	Number of	Percentage
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	<b>permits issued</b>	<b>approved dwellings</b>	<b>permits acted on</b>	<b>new dwellings constructed</b>	
2021	32	32	20	20	62.5%
2022	31	31	18	18	58.0%
2023	10	10	8	8	80.0%
2024	26	26	2	2	7.6%
<b>Total</b>	<b>99</b>	<b>99</b>	<b>48</b>	<b>48</b>	<b>48.5%</b>

#### Dual occupancy dwellings

<b>Year</b>	<b>Planning permits issued</b>	<b>Number of approved dwellings</b>	<b>Number of permits acted on</b>	<b>Number of new dwellings constructed</b>	<b>Percentage</b>
2021	186	372	135	270	72.5%
2022	223	446	130	260	58.3%
2023	144	288	65	130	45.1%
2024	175	350	18	36	10.3%
<b>Total</b>	<b>728</b>	<b>1456</b>	<b>348</b>	<b>696</b>	<b>47.8%</b>

#### Multi-unit dwellings

<b>Year</b>	<b>Planning permits issued</b>	<b>Number of approved dwellings</b>	<b>Number of permits acted on</b>	<b>Number of new dwellings constructed</b>	<b>Percentage</b>
2021	43	301	18	82	27.2%
2022	34	208*	9	42	20.2%
2023	22	413	3	9	2.2%
2024	23	142	2	17	12.0%
<b>Total</b>	<b>122</b>	<b>1064</b>	<b>32</b>	<b>150</b>	<b>14.1%</b>

\*Includes permit issued for 10-16 Selwyn Street, Elsternwick (Woolworths) that approved 135 new dwellings. This permit has effectively been superseded by the new permit issued by the Minister for Planning in 2025 that allows a similar development with 148 new dwellings.

As set out above, there has been an overall reduction in the number of planning permits issued, dwellings approved, and dwellings constructed across all dwelling types from the 2021 report.

For single dwelling proposals, the reduction is approximately 20% of permits issued.

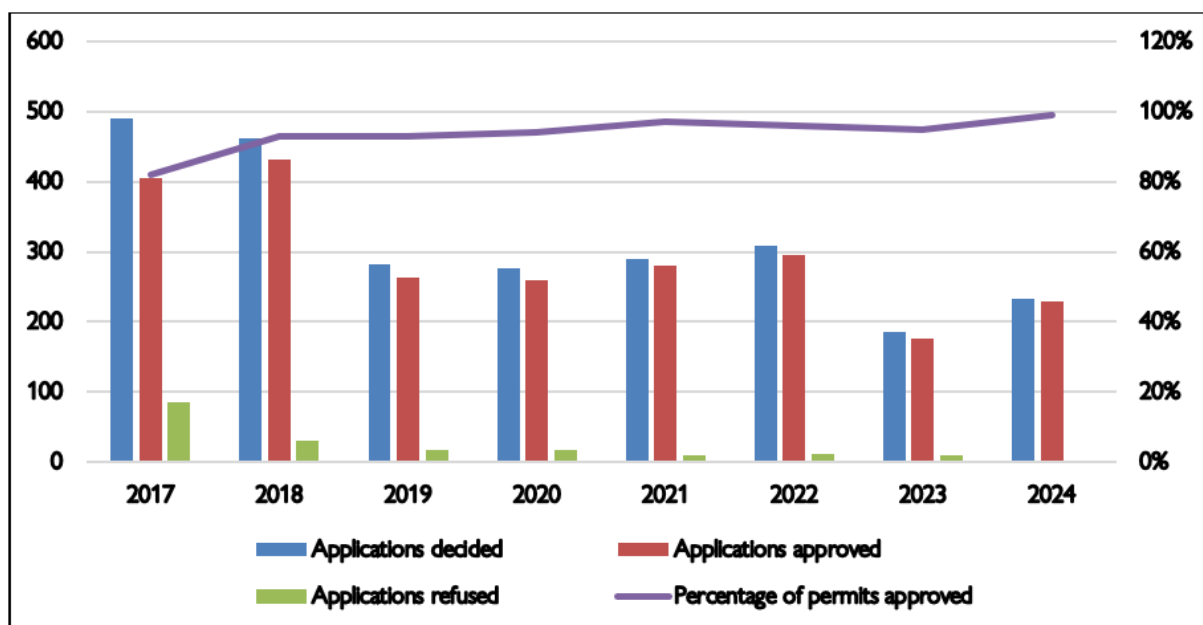
For dual occupancy proposals, the reduction is approximately 22% of permits issued.

For multi-unit proposals, the reduction is approximately 45% of permits issued, 52% of dwellings approved. The percentages do not account for the duplication of planning permits such as 10-16 Selwyn Street, Elsternwick (Woolworths), which contributed approximately 12% of new dwellings for the four year period.

For context, the following table presents the trend of applications for planning permits for new dwellings lodged, approved and refused by Council over the assessment periods:

Year	Applications decided	Applications approved	Applications refused	Percentage of permits approved
2017	491	406	85	82%
2018	462	431	31	93%
2019	282	264	18	93%
2020	277	260	17	94%
2021	289	280	9	97%
2022	308	296	12	96%
2023	186	176	10	95%
2024	233	230	3	99%

The following graph demonstrates the trend in applications by decision and the percentage of applications approved.



Whilst the trend over the last four years has been for a reduced number of permits issued and dwellings approved, this is entirely due to the number of applications being lodged with Council being substantially lower than the previous reporting period, noting that the percentage of applications approved by Council over the last four years is higher than compared to the previous reporting period.

Some of the factors that may have led to the reduced application and dwelling numbers over the last four years could be attributed to the COVID-19 pandemic and the associated rise in construction costs, and the planning reforms program being rolled out by the State Government as part of the response to the Victorian Housing Statement.

A review of the estimated cost of works disclosed by applicants for a dual occupancy development in 2020 was on average \$907,116. This has increased to \$1,080,395 in 2024, or by 16% over four years, or approximately 4% each year.

The most significant change in dwelling approvals is associated with multi-unit applications. The data demonstrates that over the last four years, there has been a significant reduction in the number of these applications being submitted to Council, whilst the dwelling yield has also substantially reduced. Officers have noted this, including numerous examples of people

applying for low density dual occupancy applications on land that already had a planning permit issued for more intensive developments. Some of these examples are as follows, noting there are others:

- 6-8 Bevis Street, Bentleigh East – Planning Permit approved in 2022 for a three storey building with 19 apartments. A new Planning Permit issued in 2024 for a dual occupancy development.
- 202-212 Hawthorn Road, Caulfield North – Planning Permit approved in 2020 for a three storey building with 19 apartments. A new Planning Permit issued in 2025 for a dual occupancy development.
- 33 Rothschild Street, Glen Huntly – Planning Permit approved for four dwellings in 2022. A new Planning Permit issued in 2025 for a dual occupancy development.
- 1 Foster Street, Elsternwick – Planning Permit approved for six dwellings in 2020. A new Planning Permit issued in 2023 for one dwelling.

Importantly, as part of the planning reforms that have sought to codify and fast track residential development assessments, the State Government has removed the ability for Council's or the Victorian Civil and Administrative Tribunal (VCAT) to consider the purpose or decision guidelines of the zone, the Municipal Planning Strategy or Planning Policy Framework. This means that for applications that seek to reduce dwelling yield as set out above, neither Council nor VCAT has any provisions available to refuse such applications. This is particularly significant where applicants are proposing low density developments in higher density zones, such as dual occupancy development in land now located in the Housing Choice and Transport Zone where developments of up to six storeys are envisaged. This is likely to have an impact on housing supply in Glen Eira into the future.

Under Clause 16.01-1S (Housing supply) of the Glen Eira Planning Scheme, the State Government has set Glen Eira a housing target of an additional 63,500 dwellings by 2051. This equates to approximately 2540 per year. Over the four year period that this report has assessed, Glen Eira has approved a total of 2619 dwellings, noting this number includes sites that have multiple planning permits as discussed in this report, so the real figure is lower.

## **CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

There are no implications to note from this report.

## **FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS**

There are no financial, resource or asset management implications associated with this report.

## **POLICY AND LEGISLATIVE IMPLICATIONS**

There are no implications to note from this report.

## **LINK TO COUNCIL PLAN**

Strategic Direction 2: Diverse, welcoming and accessible places  
We have diversified housing options while maintaining local neighbourhood character

## **OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

This report presents as best as possible the number of new dwellings approved under permits to the number of new dwellings that are actually constructed based on planning permits issued between 2021 and 2024.

## 10.7 SUBMISSION TO THE FEDERAL INQUIRY INTO LOCAL GOVERNMENT FUNDING AND FISCAL SUSTAINABILITY

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

**Trim No:** 25/1486822

**Attachments:** 1. Submission to the Federal Inquiry into local government funding and fiscal sustainability [↓](#)

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### EXECUTIVE SUMMARY

Council has prepared a submission to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport's ***Inquiry into Local Government Funding and Fiscal Sustainability***.

The submission outlines the financial pressures facing councils, including rate capping, cost shifting, and complex grant processes. It builds on Council's previous advocacy and draws on the newly drafted ***Financial Sustainability Strategy 2025–2029***.

Council is calling for reforms to federal funding arrangements to ensure local governments can continue delivering essential services and infrastructure. The submission highlights Glen Eira's experience with unfunded mandates, declining grant support, and increasing community expectations. It also showcases Council's commitment to community-led planning and financial transparency.

Council is seeking endorsement of the submission and continued advocacy for funding reform through strategic engagement with federal and state governments.

### RECOMMENDATION

That Council:

1. Endorses the submission to the federal *Inquiry into Local Government Funding and Fiscal Sustainability* that is shown in **Attachment 1** of this report.

### BACKGROUND

The House of Representatives Standing Committee on Regional Development, Infrastructure and Transport is conducting an inquiry into the funding and fiscal sustainability of local government. The inquiry follows growing concern about the financial pressures facing councils across Australia, including declining grant support, increasing service expectations, and the impact of rate capping.

Glen Eira City Council has previously contributed to national and state-level reviews on local government funding. This new submission builds on that work and responds directly to the Committee's terms of reference. It draws on Council's drafted *Financial Sustainability Strategy 2025–2029* and includes data, case studies and recommendations to support reform.



## ISSUES AND DISCUSSION

### Financial pressures

Council's submission outlines the following key challenges:

- **Rate capping:** Victorian rate caps have not kept pace with inflation or service delivery costs. In 2023, while the Consumer Price Index (CPI) surged to 6 per cent, the rate cap for Victorian councils was set at just 1.75 per cent a fraction of actual inflation. For Glen Eira, this artificial constraint translated into an annual revenue shortfall of over \$2 million, and a cumulative loss of \$23 million since the introduction of the Fair Go Rates System.
- **Declining grants:** Financial Assistance Grants (FAGs) now represent less than 4 per cent of Glen Eira's operating budget. The share of Commonwealth tax revenue allocated to FAGs has halved since 1996.
- **Cost shifting:** Council has absorbed over \$18 million in unfunded service transfers, including maternal health, immunisation, and aged care compliance.
- **Infrastructure pressures:** Major projects to support population and housing growth, such as our open space projects, asset renewal projects and stormwater upgrades have placed significant strain on Council's financial capacity.

### Advocacy priorities

The submission recommends that the Australian Government:

- Increase and index federal grants, restoring FAGs to at least 1 per cent of Commonwealth taxation revenue.
- Simplify and streamline grant processes.
- Provide multi-year, needs-based funding for mandated reforms.
- Support local infrastructure investment through targeted capital funding.
- Strengthen disaster recovery funding pathways.
- Support the introduction of a rate cap indexation model that reflects CPI and council input costs.
- Fully fund new mandates and service transfers.
- Address cost shifting in essential services.
- Engage Glen Eira as a pilot partner in funding reform and service innovation.
- Commit to smart partnerships on genuine local priorities.

## CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

The submission highlights the need for targeted investment in climate action, including stormwater infrastructure upgrades and active transport initiatives. Without reform to funding arrangements, Council will continue to face trade-offs that limit its ability to deliver on climate resilience and sustainability goals.

## FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

This submission has no direct financial impact, however, the advocacy positions outlined seek to improve Council's long-term financial sustainability by securing fairer funding arrangements and reducing the burden of unfunded mandates.

If adopted by the Australian Government, these reforms would have long-term implications for Council's financial planning, service delivery and infrastructure investment.

### **POLICY AND LEGISLATIVE IMPLICATIONS**

The submission supports Council's adopted advocacy priorities and aligns with the *2025–2029 Council Plan* and newly drafted *Financial Sustainability Strategy*. It reinforces Council's position on the need for fairer funding arrangements and stronger intergovernmental partnerships.

### **COMMUNICATION AND ENGAGEMENT**

Council's submission is grounded in extensive community engagement, including the 2025 Community Priorities Panel. The panel's recommendations have shaped Council's financial strategy and advocacy priorities, ensuring alignment with community needs and expectations.

The submission reflects Council's commitment to transparent, community-led advocacy.

Communications will focus on informing the community about Council's position and encouraging ongoing engagement with federal and state governments. Messaging will emphasise the importance of sustainable funding to maintain essential services and infrastructure.

### **LINK TO COUNCIL PLAN**

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

### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

### **CONCLUSION**

Glen Eira is ready to lead on funding reform. Our submission highlights the urgent need for fairer grants, full funding for mandates, and smarter infrastructure investment. Without change, councils will struggle to deliver what communities expect.

This submission strengthens our advocacy and puts Glen Eira at the table for national reform. It's a practical step toward a more sustainable future for local government.

Council will continue to monitor legislative developments and engage with relevant stakeholders to ensure local needs are reflected in future policy settings.

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## SUBMISSION FROM GLEN EIRA CITY COUNCIL

House of Representatives Standing Committee on Regional  
Development, Infrastructure and Transport

*Inquiry into Local Government Funding and Fiscal Sustainability*

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

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ACKNOWLEDGEMENT OF COUNTRY

Glen Eira City Council acknowledges the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past, present, and emerging.

We acknowledge and uphold Traditional Owner’s continuing relationship to the land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

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## EXECUTIVE SUMMARY

Glen Eira City Council welcomes the opportunity to contribute to the national conversation on local government funding and fiscal sustainability. Serving a diverse and growing community in Melbourne's inner south-east, we face increasing financial pressures as costs rise faster than revenue.

Despite delivering over 120 essential services—from libraries and parks to maternal health and waste collection—our ability to meet community needs and invest in infrastructure is constrained by rate capping, cost shifting from other levels of government, and complex grant mechanisms.

In the previous 2024 federal inquiry into local government funding and sustainability, Glen Eira City Council advocated for fairer funding models, greater flexibility, and stronger partnerships to support resilient and responsive local government. Our submission focused on rate cap indexation, cost shifting, grant complexities, and the need for transparency in housing and stormwater funding.

This new submission builds on that work and responds directly to the Committee's terms of reference. It draws on our newly drafted **Financial Sustainability Strategy 2025–2029**, and offers data, case studies, and recommendations to support reform.

Glen Eira City Council is proud to serve a vibrant, resilient community. However, our financial health will continue to decline without action. That's why we are taking responsible steps now—protecting essential services, supporting those who need it most, and involving our community in every decision.

The financial sustainability of local government needs a disciplined, long-term approach to ensure we can keep delivering what matters most — guided by fairness, transparency, and a deep commitment to our community.

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## OUR CITY

The City of Glen Eira is located approximately 10 kilometres southeast of Melbourne's central business district, and forms part of Melbourne's inner south-east region.

The municipality covers an area of 39 square kilometres and includes the suburbs of Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and parts of Brighton East and St Kilda East. Adjoining municipalities include the cities of Bayside, Kingston, Monash, Port Phillip and Stonnington.

Glen Eira's population is expected to reach 176,389 by 2036. Glen Eira is a diverse community made up of people with different backgrounds, culture, family type, age and occupation.

Glen Eira City Council provides a wide range of services to its residents, including waste management, planning, building regulations, public parks, recreation facilities, libraries, and community services. It also works closely with local businesses and community organisations to promote economic development and social well-being in the area.

## SUMMARY OF RECOMMENDATIONS

### **Glen Eira City Council is calling on the Australian Government to:**

1. Advocate to the Victorian Government to introduce a rate cap indexation model that reflects both CPI and council input costs and undertake a comprehensive assessment of local government financial sustainability.
2. Increase and index federal grants.
3. Simplify and streamline grant processes to reduce administrative burden.
4. Provide multi-year, needs-based funding for mandated reforms.
5. Support local infrastructure investment through targeted capital funding.
6. Strengthen disaster recovery funding pathways to ensure timely and adequate support for recovery and resilience-building.
7. Fully fund new mandates and service transfers.
8. Address cost shifting in essential services.
9. Engage Glen Eira as a pilot partner in funding reform and service innovation, particularly on federally aligned priorities.
10. Commit to smart partnerships on genuine local priorities.

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## COUNCIL'S POSITION ON TERMS OF REFERENCE

### 1. Interactions between Governments – impact of rate Capping

Glen Eira relies on funding from both the Australian and Victorian Governments, yet this support has steadily eroded over time placing increasing pressure on councils to do more with less. Financial Assistance Grants (FAGs), once a cornerstone of local government funding, have dropped dramatically from 1 per cent of total Commonwealth tax revenue in 1996 to just 0.5 per cent in 2025–26. This decline represents a significant shift in priorities away from local communities. This year, Glen Eira will receive approximately \$5.1 million in FAGs, covering less than 4 per cent of our total operating budget. This is far from adequate to meet the growing demands for essential services, infrastructure renewal, and community programs.

Victoria's rate capping policy severely restricts councils' ability to raise revenue in line with rising costs. In 2023, while the Consumer Price Index (CPI) surged to 6 per cent, the rate cap for Victorian councils was set at just 1.75 per cent a fraction of actual inflation. For Glen Eira, this artificial constraint translated into an annual revenue shortfall of over \$2 million, and a cumulative loss of \$23 million since the introduction of the Fair Go Rates System.

These are funds that could have been invested in essential services, infrastructure renewal, and community programs. Rate capping undermines financial sustainability and limits councils' capacity to respond to growing community needs. A fairer, more flexible system is urgently needed to ensure local governments can keep pace with economic realities and deliver the services residents deserve.

Glen Eira is one of the lowest rating councils in its group. Rate capping has made it difficult to increase this. Most Victorian Councils are now either under financial strain, or their ten-year financial plans show a declining financial outlook.

#### Case Study:

In February 2023, Glen Eira undertook a financial sustainability study with KPMG. The study found that over FY18 to FY22, Council revenues remained stable while operational costs increased by 13 per cent. The main drivers were inflation, digital investment, cost shifting, ESG commitments, and community pressures to do more with less.

#### Recommendation:

That the Australian Government:

- a) Advocates to the Victorian Government for a **rate cap indexation model** that incorporates both CPI and council input costs, and undertake a comprehensive assessment of local government financial sustainability.



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## 2. Identification of All Funding Sources – impact of tied grants

Glen Eira's funding sources include:

- Untied grants: Financial Assistance Grants (FAGs) – \$5.1 million in 2024/25.
- Tied/specific-purpose grants: Project-based programs such as the Big Housing Build, climate action, and active transport. In 2024/25, Glen Eira secured \$11.2 million for capital works and \$25 million for vital community services.
- Revenue sharing: Stamp duty, rates capping subsidies, GST-related disbursements (where applicable).
- Emergency/disaster recovery funding: Glen Eira received \$2.3 million for active transport network upgrades and \$300,000 for park upgrades following storm events.
- One-off/ad hoc funding streams: For example, \$239,155 for a dog park in Mackie Road and \$200,000 for lighting upgrades at King George Reserve.

Many grants are complex, require matched funding, and do not always align with local priorities. For instance, the requirement to roll out a separate glass recycling stream by 2027 is projected to cost Glen Eira \$4.5 million in the first year, with no guarantee of ongoing funding.

Council's own-source revenue includes:

- Rates and charges: The primary revenue source, comprising 65 per cent of annual income in FY25. However, rate capping has limited growth, and Glen Eira's rates remain among the lowest in Victoria.
- Fees and charges: Set in line with CPI and benchmarking.
- Commercial activities: Council is exploring new income streams, such as asset commercialisation and user-pays models, to diversify revenue.

### Challenge:

Over-reliance on conventional revenue streams limits agility and future capacity. The current rate-capping framework restricts councils' ability to respond to rising costs and evolving responsibilities.

### Recommendation:

That the Australian Government:

- a) **Increase and index federal grants.** Restore FAGs to at least 1 per cent of Commonwealth taxation revenue and index annually to reflect population growth and inflation.
- b) **Simplify and streamline grant processes** to reduce administrative burden.

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- c) **Provide multi-year, needs-based funding for mandated reforms.** Where councils are required to implement state and national reforms (e.g. glass recycling rollout), funding should be long-term, predictable, and reflect the full cost of implementation. One-off grants create service risks and undermine community trust.

**3. Impacts and Effectiveness – ability to fund local infrastructure**

Funding arrangements, especially indexation freezing and cost shifting, have a direct impact on financial sustainability, service delivery, and infrastructure investment. Operational costs have increased by 13 per cent over FY18–22, while revenues remained stable. Inflation and construction costs have driven up project expenses, with tenders exceeding budget estimates by 10–20 per cent. Rate capping has led to a decline in operational surpluses and restricted capital works.

In addition, increased industrial and employee relations regulation and complexity has created additional financial and resourcing burdens, while heightening operational and reputational risks.

**Case Study:**

Population growth and rising housing targets are placing intense pressure on local infrastructure, creating a widening renewals gap as councils struggle to maintain aging assets. At the same time, open space is shrinking under higher density development, challenging liveability standards and increasing community expectations for green spaces and recreational facilities.

Financial constraints compound these pressures. Councils face a crunch between debt repayments and funding new capital works, while absorbing unfunded mandates such as glass recycling, climate action, and emergency management roles. Core services like libraries, early years programs, and immunisation are underfunded, forcing councils to cut services or redirect resources. This combination of growth, fiscal strain, and expanding responsibilities threatens long-term sustainability and service equity.

**Case Study:**

Parts of Glen Eira's drainage network are nearing end-of-life and were not designed to accommodate current rainfall patterns or urban runoff volumes. In recent years, several suburbs have experienced localised flooding, particularly following high-intensity storm events. Upgrades to key drainage assets are estimated to cost over \$20 million over the next decade, but current funding levels are insufficient to meet this need without deferring other capital works.

Water infrastructure needs are competing with other priorities, such as roads, facilities, and community services. Without reform to funding arrangements, Council will continue to face trade-offs that limit its ability to deliver on climate action, liveability, and asset renewal goals.

**OFFICIAL: Sensitive****Recommendation:**

That the Australian Government:

- a) **Support local infrastructure investment through targeted capital.**  
Particularly for asset renewal and open space projects.
- b) **Support revenue innovation and local autonomy.** Work with councils to explore mechanisms that allow councils to diversify revenue, that would allow them to fund large infrastructure projects.
- c) **Strengthen disaster recovery funding** pathways to ensure timely and adequate funding for disaster recovery and resilience-building.

**4. Previous Inquiry – impact of cost shifting and cost imposition**

Glen Eira's previous submission drew on evidence from the 47th Parliament Inquiry and recent state reviews. The Victorian Legislative Council Inquiry (2024) found that infrastructure and service delivery costs are rising faster than grant funding, with cost shifting and rate capping threatening sustainability. The VAGO Audit (2025) reported that most councils can meet current obligations, but key sustainability indicators are declining. Adjusted underlying results and unrestricted cash balances are trending down, indicating long-term risks.

Cost shifting is a persistent issue. For instance, the Victorian Government's funding for maternal and child health services and school crossing supervision has not kept pace with actual costs. Glen Eira now covers 70 per cent of the cost for programs that were intended to be funded 50:50. In 2021/22, immunisation program funding covered only 38 per cent of the actual budget, resulting in a \$200,000 shortfall. Glen Eira has absorbed over \$18 million in unfunded service transfers from other levels of government. The rollout of glass recycling is projected to cost \$4.5 million in the first year alone.

**Case Study:**

The introduction of the new Aged Care Act is expected to place some additional cost pressures on providers, driven by strengthened regulatory oversight, increased governance obligations, expanded reporting requirements and the need to uplift workforce capability to meet revised care, safety and quality standards. Providers will be required to invest in additional training, clinical governance systems, and compliance infrastructure, as well as enhanced staffing to ensure safe care minutes are met. These changes, although aligned to improved consumer outcomes and transparency, will likely increase operational costs, particularly for Council as a stand-alone service.

**Case Study:**

Glen Eira's comparative financial health review, benchmarked against 13 other metropolitan councils, assessed the Council's credit health score as B– to C+, at the lower end of the comparative group. The review found relatively low levels of cash funds, adequate but below average liquidity, moderate debt levels, and critically, a low level of revenue compared to other councils.

GLEN EIRA CITY COUNCIL

Submission from Glen Eira City Council

Federal Parliamentary Inquiry into local government sustainability

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**Recommendation:**

That the Australian Government:

- a) **Fund new mandates and service transfers in full.** Councils should not be forced to absorb costs or reduce services due to unfunded mandates.
- b) **Address cost shifting in essential services.** The Committee should request further investigation into the financial impacts of cost shifting, and support reforms to restore sustainable funding levels.

**5. Other Relevant Matters – importance of targeted funding for credible and community-backed initiatives**

Glen Eira's financial strategy is built on deep community engagement, transparency and equity. Over the past two years, Council has engaged thousands of residents through surveys, pop-ups and deliberative panels. The Community Priorities Panel has directly shaped Council's approach to service delivery, asset management and revenue generation.

Council is committed to financial sustainability and community-led decision-making. Our Financial Sustainability Strategy reflects extensive engagement, including targeted outreach and deliberative processes. This ensures our priorities are grounded in lived experience and local need.

Each year, Council adopts a set of endorsed advocacy priorities [Advocacy Priorities 2025-2026](#) to keep our focus sharp and our budget aligned. These priorities reflect local needs and guide investment toward credible, costed and community-backed projects — like climate action, active transport and inclusive infrastructure. We know that targeted investment in priority projects delivers real results: better services, improved facilities and essential infrastructure. We advocate for what matters most to Glen Eira's future—and where we should focus next.

As the level of government closest to the community, Glen Eira City Council is ready to partner with the Australian Government to deliver priority projects that improve liveability, equity and sustainability. These initiatives are endorsed, costed and aligned with our *2025–29 Council Plan*. They reflect strong community support, sound financial planning and clear alignment with broader state and federal priorities. By targeting locally endorsed projects, we ensure every investment is grounded in community need, shaped by robust engagement and designed to deliver lasting public value.

**Case Study:**

In 2025, Glen Eira convened a Community Priorities Panel of 42 residents, selected to reflect the diversity of our community. Panel members explored key issues in depth, reviewed expert advice and developed 35 recommendations to guide Council's future planning. These included creating versatile community hubs, prioritising micro-parks, reviewing asset maintenance, and exploring shared mobility and EV infrastructure.

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These recommendations have directly shaped the strategic levers in our Financial Sustainability Strategy. They also demonstrate the value of targeting investment toward initiatives that are locally endorsed, community-informed and strategically aligned. By focusing on what our residents say matters most, we ensure that every dollar is spent where it delivers the greatest benefit — supporting wellbeing, inclusion and long-term sustainability. This place-based approach strengthens trust, improves outcomes and ensures our priorities reflect lived experience and local need.

**Recommendation:**

That the Australian Government:

- a) **Engage Glen Eira as a pilot partner** in funding reform and service innovation, particularly on federally aligned priorities. Council's track record in community engagement, strategic planning and transparent reporting makes us well placed to partner on new funding models.
- b) **Commit to smart partnerships on genuine local priorities.** Targeted investment will deliver real results—better services, improved facilities and essential infrastructure. Our priority projects are shovel-ready and backed by robust business cases.

**CONCLUSION**

Council can't do it alone. We need genuine partnerships with all levels of government to ensure Glen Eira remains a great place to live, work and thrive—not just today, but for generations to come.

When councils are properly resourced, they build connected, inclusive and empowered communities. Investing in local government is investing in Australia's social and economic fabric.

But right now, councils are at a crossroads. The current rate-capping framework, ongoing cost shifting, and declining grant support are creating a precarious financial environment. Without fair, flexible and sustainable funding, councils like Glen Eira risk being unable to deliver the services and infrastructure our communities rely on.

Glen Eira is calling for smarter funding to keep delivering what matters. We're asking for fairer rate cap indexation, stronger and simpler grants, full funding for new mandates, and better disaster recovery support. We want multi-year investment in reforms, targeted infrastructure funding, and action on cost shifting. We're ready to pilot funding reform and partner on genuine local priorities.

We welcome ongoing dialogue and collaboration with federal and state governments. Together, we can build resilient, sustainable and inclusive communities.

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### **National Relay Service**

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service and then ask for (03) 9524 3333.

Online: <https://internet-relay.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

## 10.8 SUBMISSION TO INQUIRY INTO ELECTRIC VEHICLE (EV) CHARGING

**Author:** Bruce Paton, Coordinator Climate & Sustainability

**Director:** Niall McDonagh, Director Sustainability, Assets and Leisure

**Trim No:** 25/1483100

**Attachments:** 1. VGA submission to Inquiry into Electricity supply for EVs [📎](#)

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### EXECUTIVE SUMMARY

In September 2025, Glen Eira City Council was invited to contribute to the Victorian Legislative Council's Inquiry into Electric Vehicle (EV) Charging, which seeks to identify how Victoria can best harmonise EV integration with electricity supply and demand. Recognising the strategic importance of this issue, Council participated in a joint submission coordinated by the Victorian Greenhouse Alliances (VGA), representing 70 member councils across the state.

The submission reflects Glen Eira's commitment to climate leadership and aligns strongly with the Council Plan 2025–2029 and the Climate Emergency Response Strategy 2025–2029. It advocates for equitable access to EV charging, integration of renewable energy, and the adoption of circular economy principles for EV batteries, while supporting key actions to reduce community and Council emissions.

Bringing this report to an Ordinary Council Meeting demonstrates Council's transparency, leadership, and ongoing advocacy for sustainable transport solutions. Formal noting of the submission ensures alignment with Council's strategic priorities and provides visibility to our community and stakeholders. The submission positions Glen Eira to proactively respond to future opportunities and challenges associated with EV infrastructure and policy, reinforcing our commitment to resilient communities and a low-emissions future.

This report recommends that Council note the submission to the Inquiry.

### RECOMMENDATION

That Council note the VGA submission to the Victorian Legislative Council's Inquiry into Electric Vehicle (EV) Charging.

### BACKGROUND

The Victorian Legislative Council's Inquiry into Electric Vehicle (EV) Charging was established to investigate how Victoria can best harmonise the integration of EVs with electricity supply and demand, addressing critical issues such as grid management, infrastructure rollout, equitable access, and the circular economy for EV batteries. As a key stakeholder, Glen Eira City Council was invited to contribute to this Inquiry, recognising the pivotal role of local government in facilitating the transition to low-emission transport.

In response, Glen Eira participated in the joint submission coordinated by the Victorian Greenhouse Alliances (VGA), representing 70 councils across Victoria. This collaborative approach ensured that Glen Eira's strategic priorities, particularly those outlined in the Council Plan 2025–2029 and the Climate Emergency Response Strategy, were strongly reflected, while amplifying our advocacy through a unified local government voice.

Bringing this report to Council via an Ordinary Council Meeting is a deliberate step to demonstrate leadership and transparency in climate action. Formal noting of the submission



provides visibility to our community and stakeholders, reinforces Council's commitment to transport decarbonisation, and ensures alignment with our adopted strategies and advocacy priorities. This process also enables Council to publicly endorse the submission, highlighting our proactive role in shaping state-level policy and supporting the transition to electric vehicles within Glen Eira and beyond.

The submission addresses the Inquiry's terms of reference, including strategies for managing grid demand, accelerating infrastructure rollout, supporting equitable access, and advancing battery recycling and stewardship. It reflects Glen Eira's ongoing commitment to collaborative climate action, advocacy for resilient communities, and the delivery of sustainable transport solutions

## ISSUES AND DISCUSSION

### Alignment with Council advocacy priorities and Council Plan

The submission supports Council's key advocacy goal of 'Resilient communities running on clean energy' outlined in the Glen Eira City Council Advocacy Priorities 2025-2026, and specifically the advocacy ask of 'Accelerating the transition to low-emission technologies across Council assets, like solar energy, electric vehicle infrastructure and energy efficient systems'.

It also strongly aligns with Strategic Objective 3.3 in the Glen Eira Council Plan 2025–2029 ('Council and community emissions are reduced') as supporting the transition from fossil-fuel powered vehicles will be critical to empowering our community to reduce their emissions; and the following actions under Strategic Objective 3.3 in the Glen Eira Climate Emergency Response Strategy 2025-2029:

- *Strategic Objective 3.3 Action 2.8:*  
Implement the Integrated Transport Strategy to prioritise walking, cycling and public transport trips, and support the uptake of electric vehicles
- *Strategic Objective 3.3 Action 2.11:*  
Through education, planning mechanisms and other initiatives, encourage the uptake of electric vehicles and active travel

### Council input into the submission

In October 2025 the draft VGA submission was circulated to member councils for comment. The Sustainability and Assets Department reviewed the draft submission and were supportive of the recommendations, and proposed changes to wording in some sections for clarity, and to emphasise topics such as the role of State Government in supporting the transition to EVs and the social and economic benefits of transitioning from fossil fuel powered vehicles.

### Submission recommendations

The amended submission, incorporating feedback from Glen Eira City Council and other member councils, included the following recommendations:

- **Recommendation 1**  
Collaborate with local governments, distribution network service providers (DNSPs) and other key stakeholders to enable equitable access to grid friendly EV charging in rural and regional townships, as well as in urban areas with limited off-street parking. This should leverage low cost solar energy and utilise spare network capacity during periods of peak supply.
- **Recommendation 2**  
Develop a statewide EV charging strategy and implementation plan in consultation with key stakeholders, including local governments, and provide funding for infrastructure and

capability development in areas where installation is more complex or commercially unviable.

- **Recommendation 3**

As part of a statewide EV charging strategy and implementation plan, the Victorian Government should undertake further analysis to identify the most efficient, effective, and equitable models for the rollout of EV charging infrastructure. This should include clarifying the optimal role of Distribution Network Service Providers (DNSPs), which may involve owning or operating chargers in certain circumstances, and ensuring transparent and efficient data sharing and connection processes to support equitable deployment.

- **Recommendation 4**

Expand purchase incentives and financing support for low and middle income households, small businesses, and heavy fleets, while leveraging state government purchasing power to accelerate fleet transitions and build market confidence.

- **Recommendation 5**

Incorporate circular economy principles into all stages of EV policy, from material sourcing to end-of life management, and work with federal and local governments to establish a National EV Battery Recycling Program and Product Stewardship Scheme, including safety guidelines, training, and financial support for local governments.

- **Recommendation 6**

Foster ongoing collaboration between all levels of government and industry to increase investment in public and active transport, ensuring that the EV transition occurs as part of an integrated transport strategy that meets community needs.

- **Recommendation 7**

Enable councils to grant licence agreements to Charge Point Operators (CPOs) for the installation and operation of EV charging stations in council managed parking bays located on urban arterial roads.

## **CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

The submission to the Inquiry into Electric Vehicle (EV) Charging directly supports the delivery of Glen Eira's Climate Emergency Response Strategy 2025–2029 (CERS), which sets out Council's commitment to urgent, collaborative action on climate change. The Strategy prioritises the reduction of community and Council emissions, with a strong focus on accelerating the transition to zero-emission transport.

By advocating for equitable access to EV charging, integration of renewable energy, and the adoption of circular economy principles for EV batteries, the submission advances several key actions under Strategic Objective 3.3 of the CERS.

The submission also reflects the Strategy's emphasis on partnership and advocacy, leveraging Glen Eira's role within the Victorian Greenhouse Alliances to amplify local government voices and drive systemic change at the state level. By supporting recommendations that address grid management, infrastructure rollout, and battery stewardship, Council is actively progressing the CERS vision for a resilient, low-emissions community.

It demonstrates Council's leadership in climate action, aligns with the strategic objectives and actions of the Climate Emergency Response Strategy 2025–2029, and reinforces our commitment to enabling a rapid, equitable transition to sustainable transport for Glen Eira

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The submission did not require substantial expenditure other than the in-kind commitment of time by Council Officers and therefore has no financial, resource, risk or asset management implications.

The preparation and submission of Glen Eira's contribution to the Inquiry was achieved within existing operational budgets, requiring only in-kind staff time and expertise. There were no direct financial outlays associated with this advocacy activity.

However, Council continues to operate in a constrained financial environment, with increasing pressure on recurrent budgets and capital works funding. Any future implementation of recommendations arising from the Inquiry, such as expanded EV charging infrastructure, upgrades to Council assets, or new partnership initiatives, will require careful consideration of funding sources, grant opportunities, and long-term financial sustainability.

From a strategic risk perspective, the transition to electric vehicles and associated infrastructure presents both opportunities and challenges. Council's Asset Management Strategy will need to address the long-term implications of EV infrastructure, including maintenance, renewal, and potential decommissioning, to ensure assets remain fit for purpose and deliver value to the community.

While the submission itself has minimal immediate financial or resource impact, Council must remain vigilant to the strategic risks and asset management requirements associated with the broader transition to electric vehicles. Ongoing advocacy for adequate funding, clear policy direction, and support from state and federal governments will be essential to manage these risks and deliver sustainable outcomes for Glen Eira.

**POLICY AND LEGISLATIVE IMPLICATIONS**

The submission demonstrates a commitment to meet the overarching governance principle in section 9 (2)(c) of the Local Government 2020 Act:

'the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted'.

**COMMUNICATION AND ENGAGEMENT**

The submission reflects input provided by our community during the development of the Glen Eira Climate Emergency Response Strategy 2025-2029, that Council should support the transition from fossil fuel vehicles to EVs and other zero emissions transport, and advocate to other levels of government to support our community to take climate action.

An article on the submission will also be included in Glen Eira News in early 2026.

**LINK TO COUNCIL PLAN**

This matter is strongly aligned with the Glen Eira Council Plan 2025–2029, particularly under Strategic Direction 3: Environmental Stewardship. The Council Plan sets out a clear commitment to reducing both Council and community emissions, supporting the transition to clean energy, and fostering resilient, sustainable communities.

Key areas of alignment include:

Strategic Objective 3.3: Council and community emissions are reduced

The submission advances this objective by advocating for policies and infrastructure that accelerate the uptake of electric vehicles, integrate renewable energy, and support the transition away from fossil fuel-powered transport.

It supports the implementation of the Integrated Transport Strategy, prioritising walking, cycling, public transport, and the adoption of EVs.

Action 2.8: Implement the Integrated Transport Strategy to prioritise sustainable travel modes and support EV uptake.

Action 2.11: Encourage the uptake of electric vehicles and active travel through education, planning mechanisms, and targeted initiatives.

By formally noting the submission, Council demonstrates leadership in climate action, transparency in decision-making, and a proactive approach to delivering on the priorities and objectives set out in the Council Plan 2025–2029.

### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

### **CONCLUSION**

The submission to the Victorian Legislative Council's Inquiry into Electric Vehicle (EV) Charging demonstrates Glen Eira City Council's commitment to climate leadership, strategic advocacy, and collaborative action. By actively contributing to the Victorian Greenhouse Alliances' joint submission, Council has amplified its voice on critical issues affecting our community and the broader transition to sustainable transport.

This report demonstrates alignment with the Glen Eira Council Plan 2025–2029 and the Climate Emergency Response Strategy, reinforcing Council's priorities of reducing emissions, supporting resilient communities, and managing assets sustainably. While the submission itself has minimal immediate financial impact, it positions Council to respond proactively to future opportunities and challenges associated with EV infrastructure and policy.

Formal noting of the submission provides transparency, ensures strategic alignment, and signals Council's ongoing commitment to advocating for effective, equitable, and forward-thinking solutions to support the transition to electric vehicles in Glen Eira and across Victoria.

Legislative Council Economy and Infrastructure Committee

Inquiry into Electricity Supply for Electric Vehicles

Via e-submission: <https://www.parliament.vic.gov.au/get-involved/inquiries/electricvehicleinquiry/submissions/>

31 October 2025

### Re. Inquiry into Electricity Supply for Electric Vehicles

The Victorian Greenhouse Alliances welcome the opportunity to make a submission to this Inquiry. The Alliances are regional partnerships of local governments and statutory agencies that have driven coordinated climate action across Victoria's municipalities for over 20 years. Collectively we represent over 60 Victorian councils.

Local governments have been early initiators and implementers of electric vehicle (EV) charging infrastructure through initiatives such as *Charging the Regions* and continue to play a critical facilitation role through the development of regional public charging frameworks<sup>1</sup>, roadmaps<sup>2</sup>, fleet transition strategies<sup>3</sup>, EV integration projects and trials<sup>4</sup>, and community EV transition plans<sup>5</sup>, with a focus on access and equity.

While these initiatives have been successful in addressing barriers to the early adoption of EVs, policy and planning leadership and coordination from state and federal governments is needed to accelerate EV demand, supply, and charging infrastructure while managing the impact on electricity supply.

### Strategies to reduce EV charging during periods of peak demand and increase charging during periods of peak supply

**Recommendation 1.** Collaborate with local governments, distribution network service providers (DNSPs) and other key stakeholders to enable equitable access to grid-friendly EV charging in rural and regional townships, as well as in urban areas with limited off-street parking. This should leverage low-cost solar energy and utilise spare network capacity during periods of peak supply.

The rapid adoption of EVs presents opportunities and challenges for Victoria's electricity network. Networks in both rural and urban areas are limited in their EV hosting capacity. These issues are most pronounced in rural Victoria, where grid strength is typically lower and low voltage transformer issues can appear with as little as 20% EV penetration, including significant customer voltage drops and LV conductor issues. In urban areas, low voltage transformer issues start to appear at 40% EV penetration.<sup>6</sup>

Accommodating widespread EV charging will require a mix of direct and indirect management strategies. These include, but are not limited to:

- Staggered time-of-use tariffs;
- Targeted investment in distribution network upgrades;
- Support for installing AC charging infrastructure at locations where vehicles are parked during the day (e.g. workplaces, train stations, supermarkets, and long-stay car parks);
- Rollout of bi-directional charging technologies, supported by clear guidelines and processes to enable councils and businesses to participate;
- Incentives to encourage uptake of battery energy storage systems; and
- Strategies and incentives to promote consumer participation.

<sup>1</sup> <https://www.cvga.org.au/ctr3.html>

<sup>2</sup> <https://sensibletransport.org.au/wp-content/uploads/2023/02/SECCCA-EV-Charging-Roadmap-Report-2023.pdf>

<sup>3</sup> [https://eaga.com.au/wp-content/uploads/2022/09/Business-Case-and-Transition-Plan-EAGA-Regional-Report-IST-20220620\\_v3.pdf](https://eaga.com.au/wp-content/uploads/2022/09/Business-Case-and-Transition-Plan-EAGA-Regional-Report-IST-20220620_v3.pdf)

<sup>4</sup> <https://arena.gov.au/projects/wyndham-city-council-local-council-bev-integration-project/>

<sup>5</sup> <https://www.northerncouncils.org.au/post/release-of-nca-s-community-electric-vehicle-transition-plan>



Aligning EV charging with periods of peak solar generation can reduce curtailment, improve grid utilisation, and lower overall costs for consumers. Time-of-use tariffs can encourage off-peak charging while maintaining consumer flexibility. Battery energy storage systems can help shift EV charging to any desired time. And bi-directional charging offers additional resilience in areas vulnerable to extreme weather and grid outages. The Victorian Government will have a key role to play working alongside the Federal Government to harmonise National Energy Market rules to support ARENA's detailed roadmap to integrate vehicle-to-home and vehicle-to-grid charging into the system.

Strategies to utilise low cost solar for charging should include cheap solar soak tariffs, installation of AC chargers at train stations and other areas with high day-time parking and grants for the installation of AC chargers at workplaces and shopping centres. Rebates and incentives can further support homeowners to install batteries and charging infrastructure. With appropriate resources and support, local councils can be a key partner in supporting equitable access to grid-friendly EV charging—particularly for lower-income households, renters, and strata residents—for example, through the promotion of state-funded programs and the facilitation of place-based solar PV, residential electrification, and related initiatives.

Ultimately, reducing EV charging during peak demand and increasing it during peak supply will require an integrated, whole-of-system approach. This must engage all key stakeholders and consider factors including consumer behaviour, incentives, vehicle supply and manufacturing, charging and electrical infrastructure, market signal management, retailer tariffs, and regulation. Achieving this will depend on coordinated leadership from both federal and state governments.

#### **Whether public charging infrastructure is being installed at a sufficient rate in different parts of Victoria**

**Recommendation 2.** Develop a statewide EV charging strategy and implementation plan in consultation with key stakeholders—including local governments—and provide funding for infrastructure and capability development in areas where installation is more complex or commercially unviable.

Public charging infrastructure is not being installed at a sufficient rate across Victoria. Despite growing investment from both government and the private sector, the rollout remains fragmented. The absence of a coordinated statewide strategy has resulted in inconsistent delivery, unclear responsibilities, and issues with maintenance and reliability. In some areas, demand already exceeds supply—leading to queues and lost economic opportunities—while others remain underserved. These gaps are especially evident in rural and regional Victoria, as well as in urban areas where residents lack access to off-street parking.

In the absence of a coordinated statewide approach, and despite limited resources, many councils have taken proactive steps to support EV uptake. They have developed evidence-based regional charging frameworks and strategies that identify optimal public charging sites on council land, improving accessibility, equity, and local economic outcomes. However, the installation and management of public EV charging infrastructure is not the core business of local government. Many councils are therefore seeking to limit their ongoing role to one of facilitation.

As Energy Consumers Australia note, councils are uniquely placed to assess and approve charging sites from both land-use and community access perspectives.<sup>7</sup> Councils that are facilitating access to public car parks for private CPOs to develop charging stations are required to pay land tax to the state government for every privately commercially leased public EV carpark. This cost is not covered in lease agreements that many councils have with CPOs, so it comes out of Council's pocket. Local governments are supporting the expansion of charging networks for public benefit by facilitating access to suitable parking spaces and should be exempt from paying land tax on behalf of private CPO's using these public car parks. In high-density activity centres, council-owned off-street commercial car parks are an optimal location for public EV charging to support more equitable access for residents and businesses with limited off-street parking. However, these areas are also being targeted by the State Government's proposed congestion levies to discourage car use. Emerging conflicts between taxation policies and the need to increase access to EV charging must be reconciled in State policies.

<sup>7</sup> <https://energyconsumersaustralia.com.au/sites/default/files/2025-07/website-doc-report-houstonkemp-creating-accessible-affordable-public-ev-charging-networks-australia.pdf>



While the National Construction Code now mandates EV-ready infrastructure in new apartment buildings, existing multi-dwelling developments face significant barriers, including limited power supply, high connection costs, and complex governance arrangements. Similarly, households without off-street parking require convenient alternatives, such as chargers in the public realm, at workplaces, or at commercial destinations like shopping centres. Where councils take a more active role—for example, in planning and delivering charging solutions for residents without off-street parking—targeted capital and capability funding is needed to ensure sufficient staffing and technical capacity. There are opportunities to learn from successful models in other jurisdictions, such as the UK Government’s Local Electric Vehicle Infrastructure (LEVI) program.<sup>8</sup>

To address the opportunities and challenges outlined above, a more coordinated and equitable rollout of EV charging infrastructure led by the Victorian Government is required. This should include:

- A statewide EV charging strategy and implementation plan developed collaboratively with all key stakeholders;
- A focus on access and equity for regional and rural communities, existing apartment buildings, and households without off-street parking;
- Financial support for retrofitting existing apartments and investment in on-street and community-based charging solutions;
- Accessibility and reliability standards for public chargers, including minimum uptime and flexible payment options;
- Training and workforce development programs to address skills shortages in EV charger installation, servicing, and maintenance; and
- Capability funding for councils to ensure adequate staffing and local delivery capacity where relevant.

#### The best role for electricity distribution businesses in rolling out EV charging infrastructure

**Recommendation 3.** As part of a statewide EV charging strategy and implementation plan, the Victorian Government should undertake further analysis to identify the most efficient, effective, and equitable models for the rollout of EV charging infrastructure. This should include clarifying the optimal role of Distribution Network Service Providers (DNSPs), which may involve owning or operating chargers in certain circumstances, and ensuring transparent and efficient data sharing and connection processes to support equitable deployment.

Grid constraints continue to present a major barrier to network expansion, particularly in rural Victoria, growth corridors, and in high-demand regional and urban areas. Councils have faced significant challenges facilitating and installing charging infrastructure on council land due to limitations of aging network infrastructure and restricted capacity.

Reliability of electricity supply and charging infrastructure is also a critical concern in regional and rural townships—particularly during extreme weather events and extended outages. Grid reliability issues must be addressed alongside the expansion of EV charging infrastructure, with batteries a key opportunity to stabilise grids and provide backup power.

DNSPs have a vital enabling role in the transition to electric vehicles. This includes maintaining reliable electricity supply, implementing targeted network upgrades, providing transparent network data, and working proactively with governments and industry to expand charging networks. DNSPs should publish and maintain up-to-date data on network capacity and pole suitability to support planning, and ensure connection processes, pricing, and access arrangements are clear and consistent.<sup>9</sup> They should also offer practical support to councils—particularly in overcoming high connection costs and navigating the design and delivery of complex network upgrades—to enable the rollout of charging infrastructure for both light and heavy vehicle fleets.

<sup>8</sup> <https://www.gov.uk/guidance/apply-for-local-ev-infrastructure-levi-funding>

<sup>9</sup> See submission to the *Standing Committee on Climate Change, Energy, Environment and Water on the Inquiry into the transition to electric vehicles (EVs)* by the Victorian Greenhouse Alliances (No.24), Energy Consumers Australia (No.25); and the Electric Vehicle Council (No.92) at: [https://www.aph.gov.au/Parliamentary\\_Business/Committees/House/Climate\\_Change\\_Energy\\_Environment\\_and\\_Water/Electricvehicles/Submissions](https://www.aph.gov.au/Parliamentary_Business/Committees/House/Climate_Change_Energy_Environment_and_Water/Electricvehicles/Submissions)





There may be cases where DNSP ownership or operation of chargers is beneficial—such as in rural or commercially marginal areas<sup>10</sup>—but robust analysis by the State Government is needed to determine the most efficient and equitable models for infrastructure deployment, ownership, and management. This analysis should clarify the respective responsibilities of DNSPs and all three levels of government.

As progress continues toward grid decarbonisation, any electricity supplied by DNSPs to EV chargers should be required to come from renewable sources or be fully offset to support Victoria's broader emissions reduction goals.

#### **Strategies to facilitate the take-up of EV ownership, including the facilitation of bidirectional charging**

**Recommendation 4.** Expand purchase incentives and financing support for low- and middle-income households, small businesses, and heavy fleets, while leveraging state government purchasing power to accelerate fleet transitions and build market confidence.

Victoria still has significant ground to cover to increase EV ownership. There are valuable lessons to be learned from international best practice—particularly from European nations where between 25% and 85% of new car sales are fully electric. While Victoria's Zero Emissions Vehicle Roadmap and the national New Vehicle Efficiency Standard will help improve EV supply, affordability and desirability remain major barriers to increasing demand.

A recent poll found that even among higher-income earners—those eligible for fringe benefit waivers and tax discounts through workplace leasing schemes—only 15% expressed interest in buying an EV, compared with 9–10% among low- and middle-income earners. This highlights the need for stronger federal and state measures to stimulate demand if we are to meet our emissions reduction targets.<sup>1</sup>

The Victorian Government should invest in public awareness and education campaigns to counter misinformation and build consumer confidence. This could include funding for community events and the development of consistent, evidence-based communications that address persistent myths and outdated perceptions about EVs. Behaviour-change methodologies—such as social norming—can help make EV ownership the mainstream choice.

Frameworks are also needed to ensure equity and accessibility for low and middle-income households and vulnerable groups. Without this, higher-income households and businesses will continue to capture most of the benefits. Programs should be co-designed with communities that face barriers to EV adoption—such as renters, social housing residents, and rural populations—and all state-funded EV initiatives should include equity impact assessments to identify who benefits, who is excluded, and how programs can be adjusted to address spatial or socio-economic disparities.

Local governments, despite their strong community links and local knowledge, currently lack the resources, funding, and authority to meaningfully influence equitable EV uptake. State and federal policies must recognise all communities in the transition—particularly First Nations peoples, regional towns, and low-income households. These groups often face the highest energy and transport costs, yet there is little evidence that the second-hand EV market alone will improve affordability at scale. Embedding energy and transport justice into all EV and electricity strategies would operationalise equity provisions in the *Climate Action Act 2017* and help ensure the benefits of electrified mobility are shared across all Victorians, not just those with higher capital access.

Expanding targeted purchase incentives and financing programs will be essential to overcoming affordability barriers. Coordinated fleet procurement across federal, state, and local governments can deliver economies of scale, accelerate supply, and build consumer confidence.

Specific initiatives are also required to support the electrification of freight and heavy vehicle fleets. This includes targeted support for councils and businesses operating large vehicles, and financial assistance for installation of charging

<sup>10</sup> <https://www.parliament.nsw.gov.au/ladocs/other/22050/Answers%20to%20supplementary%20questions%20-%20Energy%20Consumers%20Australia%20-%202028%20July%202025.PDF>



infrastructure and depot electrification—the costs of which are often prohibitive for councils, particularly due to the need for substantial electrical upgrades. The State Government should draw on international best practices to guide these initiatives.

Finally, to avoid disincentivising EV uptake, any future reforms to road user charges should recognise the broad social and economic benefits of transitioning from internal combustion engine (ICE) vehicles by incorporating externalities related to emissions, alongside other factors such as vehicle weight, congestion and road wear. Reform of road user charges also presents a critical opportunity for a fairer distribution of revenue to local governments that maintain a majority of Victoria's road networks.

**Barriers and opportunities to the manufacture, reconditioning and recycling of EV batteries, or other elements of the EV supply chain, in Victoria**

**Recommendation 5.** Incorporate circular economy principles into all stages of EV policy—from material sourcing to end-of-life management—and work with federal and local governments to establish a National EV Battery Recycling Program and Product Stewardship Scheme, including safety guidelines, training, and financial support for local governments.

Only around 10% of EV batteries are currently recycled in Australia, despite being up to 95% recyclable.<sup>11</sup> Without urgent action, projections indicate over 30,000 tonnes of used EV batteries entering the waste stream annually by 2030.<sup>12</sup> This represents both a significant environmental challenge and an economic opportunity for job creation and innovation. By investing early, Victoria can position itself as a national leader and hub for EV battery reconditioning, recycling, and circular supply chain innovation.

A comprehensive stewardship and recycling framework should:

- Promote research, innovation, and industry collaboration on battery recycling and second-life applications (such as stationary energy storage);
- Establish a national code of practice and safety guidelines for battery collection, transport, storage, and processing; and
- Provide funding, training, and technical support for local governments to work with waste/recycling contractors to ensure safe collection, handling and transport of end-of-life EV batteries.

The Victorian Government should advocate for EV batteries to be designated as a Priority Product under the National Product Stewardship Act. This would enable the development of a comprehensive, mandatory Product Stewardship and Recycling Scheme to ensure consistent national standards and accountability. Industry collaboration and leadership will be essential in designing systems that encourage improved battery design, manufacturing efficiency, reuse, and safe end-of-life management.

EV batteries have significant second-life potential, particularly in applications such as distributed energy storage. Incorporating circular economy principles throughout the product lifecycle—from sourcing and design to recycling and reuse—will help to minimise waste, reduce emissions, and support energy resilience.

Community awareness and participation are also critical to the success of any Product Stewardship Scheme. Lessons from existing Product Stewardship programs—such as the TV and Computer Recycling Scheme—show that local governments often bear substantial costs for safe handling, storage, and collection. To prevent similar challenges, comprehensive funding, clear guidance, and sustained technical support for local governments will be essential.

By establishing a coordinated national approach to EV battery stewardship and recycling, Victoria can not only mitigate future waste and safety risks but also seize the opportunity to drive economic growth, innovation, and circular manufacturing capability within the state.

<sup>11</sup> <https://www.csiro.au/en/research/technology-space/energy/decarbonising-industry-transport/energy-in-the-circular-economy/battery-recycling>

<sup>12</sup> <https://reneweconomy.com.au/australian-battery-recycling-start-up-given-8-million-to-scale-battery-recycling-tech/>



**Any other related matters the Committee considers relevant**

**Recommendation 6.** Foster ongoing collaboration between all levels of government and industry to increase investment in public and active transport, ensuring that the EV transition occurs as part of an integrated transport strategy that meets community needs.

Beyond electrification, Victoria's transport future depends on reducing car dependence. Investing in public and active transport, shared mobility, and mode-shift initiatives will deliver significant co-benefits including lower emissions, reduced congestion, improved productivity and public health, and greater community liveability. Importantly, a shift to active and public transport will also help to moderate the impact of EV charging on the grid. Clear timelines and targets are needed to drive supply and demand if we are to achieve the rapid transition to a clean transport system that is needed to meet emissions reduction targets.

**Recommendation 7.** Enable councils to grant licence agreements to Charge Point Operators (CPOs) for the installation and operation of EV charging stations in council-managed parking bays located on urban arterial roads.

Victoria's arterial road reserves are managed differently depending on whether they are in rural or metropolitan municipalities. In metropolitan areas, car parks often form part of the arterial road network (e.g. parking on service roads), with many located near local shopping precincts. Under the Code of Practice: Operational Responsibilities for Roads (pp. 21–29), metropolitan councils are responsible for all aspects of these car parks—such as line marking, resurfacing, maintenance, parking enforcement, and lighting—except for granting licences to third parties (e.g. CPOs) to use parking bays for EV charging stations. Currently, only the Head of Transport for Victoria has the authority to lease or license sections of arterial road reserves under Clause 9 of the Road Management Act. This restriction prevents councils from licensing car parks on arterial road reserves for EV charging use. As a result, CPOs are effectively excluded from these locations—representing a missed opportunity to expand charging infrastructure in areas close to commercial activity and higher-density housing, while supporting local economic growth in shopping precincts.

**Greenhouse Alliances and contacts**

Barwon South-West Climate Alliance (BSWCA), Sue Phillips, Executive Officer, [sue.phillips@bswca.org](mailto:sue.phillips@bswca.org)

- o Colac Otway Shire
- o Golden Plains Shire
- o City of Greater Geelong
- o Surf Coast Shire
- o Warrnambool City Council

Central Victorian Greenhouse Alliance (CVGA), Annika Kearton, Chief Executive Officer, [ceo@cvga.org.au](mailto:ceo@cvga.org.au)

- o Ararat Rural City Council
- o Ballarat City Council
- o Buloke Shire Council
- o Central Goldfields Shire Council
- o Gannawarra Shire Council
- o Greater Bendigo City Council
- o Hepburn Shire Council
- o Loddon Shire Council
- o Macedon Ranges Shire Council
- o Mildura Rural City Council
- o Mount Alexander Shire Council
- o Pyrenees Shire Council
- o Swan Hill Rural City Council



Eastern Alliance for Greenhouse Action (EAGA), Scott McKenry, Executive Officer, [scott.mckenry@maroondah.vic.gov.au](mailto:scott.mckenry@maroondah.vic.gov.au)

- o City of Boroondara
- o Glen Eira City Council
- o City of Knox
- o Maroondah City Council
- o Monash City Council
- o Stonnington City Council
- o Whitehorse City Council
- o Yarra Ranges Council

Gippsland Alliance for Climate Action (GACA), Tiffany Harrison, Executive Officer, [tiffany.harrison@gccn.org.au](mailto:tiffany.harrison@gccn.org.au)

- o Baw Baw Shire Council
- o East Gippsland Shire Council
- o Latrobe City Council
- o Wellington Shire Council

Goulburn Murray Climate Alliance (GMCA), Carole Hammond, Executive Officer, [eo@gmca.org.au](mailto:eo@gmca.org.au)

- o Alpine Shire Council
- o Benalla Rural City Council
- o Campaspe Shire Council
- o Indigo Shire Council
- o Mansfield Shire Council
- o Mitchell Shire Council
- o Moira Shire Council
- o Murrindindi Shire Council
- o Towong Shire Council
- o Strathbogie Shire Council
- o Wangaratta Rural City Council
- o Wodonga City Council
- o Alpine Resorts Victoria
- o Goulburn Broken Catchment Management Authority
- o North East Catchment Management Authority

Northern Alliance for Greenhouse Action (NAGA), Dean Thomson, Executive Officer, [dean@naga.org.au](mailto:dean@naga.org.au)

- o Banyule City Council
- o City of Darebin
- o Hume City Council
- o Manningham City Council
- o City of Melbourne
- o Merri-bek City Council
- o Nillumbik Shire Council
- o City of Whittlesea
- o City of Yarra

South East Councils Climate Change Alliance (SECCCA), Helen Steel, Chief Executive Officer, [hsteel@seccca.org.au](mailto:hsteel@seccca.org.au)

- o Bass Coast Shire Council
- o Bayside City Council
- o Cardinia Shire Council
- o City of Casey
- o Mornington Peninsula Shire Council
- o City of Kingston
- o City of Port Phillip



Western Alliance for Greenhouse Action (WAGA) Fran MacDonald, Executive Officer, [franm@brimbank.vic.gov.au](mailto:franm@brimbank.vic.gov.au)

- o Brimbank City Council
- o Maribyrnong City Council
- o Hobsons Bay City Council
- o Melton City Council
- o Moonee Valley City Council
- o Moorabool Shire Council
- o Wyndham City Council

*This submission has been approved through the Greenhouse Alliances' governance structures but may not have been formally considered by individual members. The submission does not necessarily represent the views of all members.*

<sup>i</sup> <https://www.smh.com.au/politics/federal/australians-biggest-fears-about-buying-evs-and-the-one-new-tax-they-actually-want-20251014-p5n2fm.html>



## 10.9 AUDIT AND RISK COMMITTEE MINUTES

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

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

**Trim No:** 25/1486219

**Attachments:** 1. Audit & Risk Committee Minutes - 28 November 2025 [↓](#)

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### EXECUTIVE SUMMARY

Under the *Local Government Act 2020* and the Audit and Risk Committee Charter, Council must ensure that minutes from the Audit and Risk Committee meetings are provided to Council promptly after being reviewed and cleared by the Committee Chairperson.

The purpose of this report is to present the minutes from the Audit and Risk Committee meeting held on 28 November 2025 to Council for approval. These minutes provide an account of the discussions and decisions made during the meeting, ensuring that the Council is fully informed of the Committee's activities.

By approving the minutes, Council acknowledges and endorses the Committee's work, integrating its findings and recommendations into the broader governance framework.

At that meeting, the Committee considered several key topics:

- **Financial Performance** - The Committee reviewed Council's financial performance for the September 2025 quarter, noting overall results and key trends in revenue, expenditure, and liquidity.
- **Risk Reviews** - The Committee discussed a comprehensive risk review of the Office of the CFO, identifying key risks, controls, and mitigation strategies. A separate assessment of the Rates and Valuations and Fleet and Plant business areas focused on enhancing risk identification, control effectiveness, and overall risk governance.
- **Financial Sustainability** - The Committee noted findings from an independent review of Council's financial position, including benchmarking and analysis of six potential financial models. These insights will inform the *Financial Sustainability Strategy*.
- **IT Update** - The Committee received updates on the *Digital & Technology Strategy*, progress on the Finance Project, cybersecurity maturity ratings against Essential Eight and NIST frameworks.
- **Internal Audit** - The Committee considered recommendations from internal audits, including the review of OH&S and financial controls at Glen Eira Leisure facilities and compliance with Child Safe Standards.
- **Aged Care Reforms** - The Committee noted new governance obligations under the Act (2024), effective 1 November 2025, which define Councillors as 'responsible persons' for aged care services.
- **Fraud Control Framework** - The Committee noted progress on fraud prevention initiatives, including the development of training materials, awareness campaigns, and a review of policy documents to strengthen Council's fraud control framework.
- **Proposed Financial Delegations** - The Committee considered proposed updates to Council's financial delegations framework aimed at improving efficiency while maintaining transparency.

- **Corporate Governance** - The Committee reviewed the quarterly corporate governance report, which included key metrics on compliance and governance performance.
- **Sector Updates & Information Items** - The Committee noted updates on risk reporting schedules, VAGO performance audits, councillor expenses, sector reports, draft scopes for upcoming audits, and the status of internal and external audit actions.

## RECOMMENDATION

That Council adopts the minutes of the Audit and Risk Committee meeting held on 28 November 2025 as shown in Attachment 1 of this report.

## BACKGROUND

The City of Glen Eira has established an Audit and Risk Committee (the Committee) pursuant to Section 53 of the *Local Government Act 2020* to support Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, Council's performance with regard to compliance with its policies and legislative and regulatory requirements, maintenance of a sound internal control environment, and assurance activities including internal and external audit. It acts in this capacity by monitoring, reviewing, endorsing, and advising on the above matters as set out in its Charter.

The Committee has no executive authority and no delegated financial responsibilities and is therefore independent of management.

Furthermore, the Committee is not a delegated committee but is directly responsible to Council for discharging its responsibilities as set out in the Charter. It has no delegated authority from Council unless specifically provided by Council from time to time and any such authority shall be temporary and may only relate to specific matters as directed by Council. This structure ensures that the Committee's authority is clearly defined and limited to its advisory role, thereby reinforcing its independence and focus on governance and oversight.

## ISSUES AND DISCUSSION

In line with the Committee's Charter (section 4.6) and sections 53 and 54 of the *Local Government Act 2020*, it is essential to prepare and distribute minutes for all meetings. These minutes will be documented and provided to the Council at the earliest opportunity after they have been reviewed and approved by the Committee Chairperson. This ensures that the Council is promptly informed of the Committee's discussions and decisions.

The draft minutes will then be formally presented and confirmed by the Committee at the next Committee meeting. This process not only guarantees accuracy and completeness but also allows for any necessary amendments before the minutes are officially recorded. By following these procedures, the Committee upholds its commitment to good governance and compliance with legislative requirements.

## CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

Council remains committed to addressing climate change and integrating sustainability considerations into its overall governance and operational practices.

## FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

The Audit and Risk Committee meets five times per year. These regular meetings are essential for ensuring that the Council's financial, resource, risk, and asset management practices are thoroughly reviewed and monitored. By convening multiple times annually, the



Committee can provide ongoing oversight and make timely recommendations to address any emerging issues or opportunities for improvement.

**POLICY AND LEGISLATIVE IMPLICATIONS**

1. Local Government Act 2020:
  - Division 8—Audit and Risk Committee
    - Section 53: Council must establish an Audit and Risk Committee
    - Section 54: Audit and Risk Committee Charter
2. Glen Eira City Council Audit and Risk Committee Charter.

**COMMUNICATION AND ENGAGEMENT**

The Audit and Risk Committee minutes have been circulated to all committee members and relevant officers for review.

**LINK TO COUNCIL PLAN**

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

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

The Audit and Risk Committee plays a crucial role in upholding the Council's dedication to good governance and probity. By providing oversight and guidance, the Committee ensures that the Council's operations are transparent, accountable, and in line with ethical standards.

The actions outlined in this report are designed to reinforce these principles, ensuring that the Council's approach remains not only compliant with current legislation but also aligned with leading practices in governance and risk management. This proactive stance helps to mitigate potential risks, enhance decision-making processes, and foster a culture of continuous improvement within the Council.



GLEN EIRA  
CITY COUNCIL

# GLEN EIRA CITY COUNCIL AUDIT AND RISK COMMITTEE

## Minutes of Friday, 28 November 2025

### Yarra Yarra Room

8:00 AM in-camera session, 8:30 AM meeting

#### Committee Attendees:

##### Committee Members

###### Independent Members

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

###### Councillors

- Cr Luca Ragni, Committee appointed Substitute Member
- Cr Jane Karslake, Committee appointed Substitute Member

##### Internal Auditors (HLB Mann Judd Advisory & Accounting)

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

##### Council Officers

- Alon Milstein, Coordinator Financial Accounting
- Anna Phillips, Chief People Officer
- Claire Wynn, Coordinator Risk Management
- Corrie Considine, HR Projects and Child Safe Advisor
- Diana Vaynrib, Manager Legal, Risk & Governance
- Harley Moraitis, Manager Life Stages
- Jane Price, Director Community Wellbeing
- John Vastianos, Chief Financial Officer
- Kellie Vise, Director Customer & Corporate Affairs
- Lucy Roffey, Chief Executive Officer
- Niall McDonagh, Director Sustainability, Assets & Leisure
- Paul Barrett, Chief Information Office
- Pauline Hassakis, Head of Procurement and Contracts
- Peter Tillotson, General Manager Glen Eira Leisure
- Sid Emani, Coordinator Rates and Valuations

##### Apologies

- Mayor Simone Zmood, Committee appointed Member
- Cr Li Zhang, Committee appointed Member
- Travis Derricott, Sector Director, Financial Audit (VAGO)
- Thamali Jayasekera, Manager Financial Audit (VAGO)

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

## AUDIT AND RISK COMMITTEE MEETING MINUTES

28 NOVEMBER 2025

**AUDIT AND RISK COMMITTEE**  
**Friday, 28 November 2025**  
**8:00 AM in-camera session, 8:30 AM meeting (Yarra Yarra Room)**  
**MINUTES**

**1. ACKNOWLEDGEMENT OF COUNTRY, WELCOME AND APOLOGIES**

At 8:30am, the Chairperson opened the meeting with an Acknowledgement of Country and noted apologies from Cr Zmood, Cr Zhang, Ms Jayasekera, and Mr Derricott. The Chairperson congratulated Ms Tripodi on her reappointment as an independent member of the Audit and Risk Committee, effective 1 January 2026 for a further three-year term.

The Chairperson also welcomed and congratulated Cr Zmood, Cr Zhang, and substitute members Cr Karslake and Cr Ragni on their appointments to the Committee. In closing, the Chairperson expressed appreciation to Cr Zmood, Cr Ragni, and Cr Rimbaldo for their valuable contributions over the past 12 months.

**2. DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT****2.1 DISCLOSURE OF INTERESTS, CONFLICTS, BREACHES OF ANY ACT**

The Chairperson invited any updates to the Register of Interests and asked whether anyone present was aware of any breaches of the Local Government Act 2020, or any other irregularities or matters requiring the Committee's attention. No breaches, irregularities, or matters were reported.

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

**3. CONFIRMATION OF AGENDA**

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

**4. MINUTES OF PREVIOUS MEETING 19 SEPTEMBER 2025**

The minutes of the previous Audit and Risk Committee meeting held on 19 September 2025 were confirmed.

**5. PROBITY DECLARATION****5.1 PROBITY DECLARATION REPORT**

The Committee noted the Probity Declaration Report.

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AUDIT AND RISK COMMITTEE MEETING MINUTES28 NOVEMBER 2025

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**6. ACTION ITEMS ARISING FROM MINUTES****6.1 ACTION ITEMS ARISING FROM PREVIOUS MEETINGS**

The Committee approved the removal of items that have been actioned from the list and agreed that any outstanding issues will be carried forward to the next Committee meeting.

**7. FINANCIAL AND PERFORMANCE REPORTING****7.1 FINANCIAL PERFORMANCE AND REPORTING**

Mr Milstein provided a high-level overview of Council's financial performance for the quarter ending September 2025, including VAGO indicators, emerging trends for the 2025–26 year, Council's underlying result, and the current risk rating along with future ratings outlook.

The Committee noted Council's financial performance for the quarter ending September 2025.

**8. RISK MANAGEMENT****8.1. ORGANISATIONAL RISKS****8.1.1 OFFICE OF THE CHIEF FINANCIAL OFFICER RISK REPORT**

The Chairperson welcomed Mr Emani and Ms Hassakis to the meeting at 8:45am.

The CFO provided an overview of the risk landscape across the Office of the Chief Financial Officer, noting that Council's most significant strategic risk is long-term financial sustainability. The CFO explained that while the current financial position is sound, independent analysis indicates that without targeted intervention, the outlook will deteriorate over the next decade. The *Financial Sustainability Strategy* is the primary treatment to progressively reduce this risk from its current Medium rating.

The CFO confirmed that all 20 identified risks have been reviewed, with residual ratings largely stable at medium or low, except for one very high and two high risks in operational areas. Active treatments are in place for risks above target levels, including system upgrades, process redesigns, and advocacy for legislative reform.

The Committee was advised that the control environment includes segregation of duties, automated checks, compliance with statutory requirements, and regular audits. Assurance activities are provided through internal and external audits, compliance reviews, and ongoing monitoring to validate control effectiveness and treatment progress. The CFO highlighted that initiatives such as the *Financial Sustainability Strategy* and finance system upgrade are expected to further reduce residual risk ratings over time.

The Committee noted the Office of the CFO Risk Report before moving to deep-dive presentations from Rates and Valuations and Procurement and Contracts.

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AUDIT AND RISK COMMITTEE MEETING MINUTES28 NOVEMBER 2025

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**8.1.2 RISK REPORT (RATES & VALUATIONS)**

Mr Enami presented an overview of the Rates and Valuations business unit, which is responsible for the levying, collection, and reporting of rates and property-related charges. Effective management of rates and valuations is critical to Council's financial sustainability and service delivery. The business unit plays a pivotal role in ensuring property data accuracy, revenue collection, and compliance with statutory obligations, all managed with integrity and precision.

Key risk areas discussed included:

- Rate capping
- Data integrity errors within the rates system
- Inaccurate property valuations
- Increase in debt recovery requirements

The Committee noted the Rates and Valuations Risk Report.

**8.1.3 RISK REPORT (FLEET & PLANT)**

Ms Hassakis presented an overview of the Fleet and Plant Management business unit, which is responsible for the acquisition, maintenance, and replacement of Council's fleet and plant assets to ensure they remain safe, reliable, and fit for operational needs. The unit oversees asset lifecycle planning, coordinates servicing schedules, and ensures compliance with manufacturer standards and Council policies. It supports service delivery across the organisation by providing departments with well-maintained vehicles and equipment, while also managing procurement, disposal, and reporting processes.

Key risk areas discussed included:

- Fleet and plant assets not fit for purpose
- Driver non-compliance with road rules

Ms Tripodi recommended including a footnote in the risk register to reference drug and alcohol testing as part of the control mechanisms.

The Committee noted the Fleet and Plant Risk Report.

Mr Enami and Ms Hassakis left the meeting at 9:30am.

**8.2. KEY STRATEGIC RISK FOCUS AREAS****8.2.1 CHIEF INFORMATION OFFICER REPORT**

Mr Barrett and Ms Vise provided an update on Information Management, which included:

- The *Digital and Technology Strategy*, now in its final draft stage and supported by a comprehensive implementation roadmap
- A strategic business case
- Progress on the Finance Project
- Maturity ratings against the Essential Eight and the NIST Cybersecurity Framework
- The Records Disposal Program, including the disposal of hardcopy boxes stored offsite that have reached the end of their authorised retention periods.

The Committee discussed the timing and publication of the *Digital and Technology Strategy* to ensure it aligns with the community engagement process for the 2026–27 Budget. Management confirmed that the indicative costs and delivery timeframes are appropriate to successfully deliver the strategy.

The Committee noted the quarterly report from the Chief Information Officer.

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****28 NOVEMBER 2025**

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Mr Barrett left the meeting at 10:12am.

**ACTION**

Mr Schneier requested that updates on AI, including associated risks, be incorporated into future CIO Reports.

**8.2.2 FINANCIAL SUSTAINABILITY UPDATE**

Ms Vise and the CFO explained that an independent review was undertaken on Council's current and future financial position, providing in-depth analysis and benchmarking with other councils. The report included the impact of six potential financial models and will directly inform the development of the *Financial Sustainability Strategy*.

The CFO then presented a benchmarking report comparing Glen Eira City Council's financial position against 13 Victorian Inner Metropolitan Councils across 17 indicators, noting that all the above factors contribute to Council's current financial health. While some indicators appear sound in isolation, Glen Eira ranks lower than peers on critical ratios. Liquidity, currently at 163%, is below the group average and forecast to fall below 100%, which is unacceptable. Cash reserves are very low, leaving no contingency for adverse events. Revenue levels are among the lowest in the benchmark group, with overall income below average and heavily reliant on leisure centre revenue. Debt remains within prudential limits but will constrain future capital works funding.

The CFO highlighted that Glen Eira is asset-rich but cash-poor, with limited reserves and constrained revenue. Without intervention, key financial indicators will deteriorate, threatening long-term sustainability. Strategic decisions are required on capital works, revenue generation, reserve growth, and debt management to protect Council's financial future.

The Audit and Risk Committee noted the key insights of Council's current and future financial health assessment and provided feedback.

***The Committee took a break from 10:30am to 10:40am***

**9. FRAUD PREVENTION SYSTEMS AND CONTROLS****9.1 FRAUD CONTROL FRAMEWORK**

Ms Vaynrib provided an update on Council's fraud control framework, outlining initiatives to develop additional training materials, awareness posters, internal publications, and a review of policy documents.

The Committee noted the update on Council's fraud control framework.

**10. COMPLIANCE MANAGEMENT****10.1 CORPORATE GOVERNANCE REPORT**

Ms Vaynrib provided an update on Council's Corporate Governance, outlining key metrics for the period 1 July to 30 September 2025.

The Committee noted the Corporate Governance Report, which included updates on the gift register, personal interest returns, conflicts of interest, privacy complaints, and policy reviews.

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****28 NOVEMBER 2025**

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**10.2 ADVISORY COMMITTEES**

Ms Vaynrib explained that the role of an advisory committee is to provide advice to Council on matters outlined in its terms of reference. During the current term, Council has eight advisory committees:

- CEO Employment Matters Advisory Committee
- Audit and Risk Committee
- GEL Advisory Committee
- Elsternwick Club Advisory Committee
- Community Safety, Cohesion, Health and Wellbeing Advisory Committee
- Diverse, Welcoming and Accessible Places Advisory Committee
- Environmental Stewardship Advisory Committee
- Innovation and Financial Sustainability Advisory Committee

The Committee noted the update on Council's advisory committees.

**10.3 PROPOSED FINANCIAL DELEGATIONS**

The Chairperson welcomed Ms Hassakis back to the meeting at 10:45am.

Ms Hassakis outlined the proposed updates to Council's financial delegations framework. The Committee noted that the changes are designed to enhance efficiency while maintaining transparency and good governance.

The Committee provided feedback and noted that a formal report recommending an increase to the CEO's financial delegation will be presented to Council for consideration and endorsement at the Ordinary Council Meeting on 16 December 2025. Mr Schneier recommended Council should have visibility of all changes to financial delegations, not just the CEO's, particularly at Director level, to support transparency and good governance.

**10.4 AGED CARE REFORMS (RESPONSIBLE PERSONS)**

The Chairperson welcomed Ms Price and Mr Moraitis to the meeting at 10:50am.

Mr Moraitis updated the Committee on the Aged Care Reforms.

The Committee noted:

1. The introduction of strengthened governance obligations under the Act (2024), effective 1 November 2025, which define Councillors as 'Responsible Persons' for Warrawee Residential Aged Care Service and Commonwealth Home Support Program (subcontracted to Bayside).
2. The requirement for 'responsible persons' to exercise due diligence and provide effective governance oversight, even though they are not involved in day-to-day operations.
3. The proposed quarterly reporting framework is to provide Councillors with timely and structured information on quality, risk, compliance, finance, workforce, and consumer feedback.
4. The proposed quarterly reporting framework is to be presented to the ARC, which provides information on quality, risk, compliance, finance, workforce, and consumer feedback.
5. The alignment of aged care governance with the 'three lines of defence' assurance model, ensuring clear management controls, oversight, and independent audit assurance.



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**AUDIT AND RISK COMMITTEE MEETING MINUTES****28 NOVEMBER 2025**

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**11. INTERNAL CONTROL ENVIRONMENT**

Nil

**12. INTERNAL AUDIT****12.1 INTERNAL AUDIT REVIEW (GLEN EIRA LEISURE)**

The Chairperson welcomed Mr McDonagh and Mr Tillotson to the meeting at 10:55am.

Mr Mtsambiwa presented the internal audit review of leisure facilities (GESAC, Carnegie Memorial Pool, and Caulfield Recreation Centre). The primary objective was to assess the adequacy and effectiveness of internal controls, systems, and processes, and to identify potential risks and improvement opportunities.

The review found that Glen Eira Leisure has established adequate controls over Accounts Payable, Procurement, Accounts Receivable, Payroll, and OH&S processes. Policies and procedures are well documented, and financial transactions are approved in line with delegated financial authorisations. However, opportunities for improvement were identified, including reinforcing and streamlining procurement and vendor management processes, formalising OH&S reporting, updating debt collection procedures, and introducing a periodic review process for archiving long-term unused membership accounts.

The Committee noted the internal audit review of Glen Eira Leisure and discussed that OH&S should be considered as a potential individual project for future audit plans.

Mr McDonagh, Mr Tillotson, and Ms Hassakis left the meeting at 11:15am.

**12.2 INTERNAL AUDIT REVIEW (CHILD SAFE STANDARDS)**

The Chairperson welcomed Ms Phillips and Ms Considine to the meeting at 11:15am.

Mr Kukreja presented the internal audit review of compliance with the Victorian Child Safe Standards. The objective was to assess whether Council has adequate policies, procedures, and systems in place to meet legislative requirements. The review found Council is fully compliant with 8 of the 11 standards and partially compliant with the remaining 3. The organisation is implementing additional measures to achieve full compliance. Recommendations include establishing clear timeframes for mandatory e-learning completion, conducting formal risk assessments for all child and youth services at the Youth Hub and Bentleigh Library, enhancing signage, and updating relevant policies and plans.

The Committee noted the review of Child Safe Standards undertaken by the internal auditors.

Ms Phillips, Ms Considine, Ms Price, Ms Wynn, and Mr Moraitis left the meeting at 11:40am.

**ACTIONS**

- Mr Schneier requested that HLB Mann Judd reconsider the risk rating relating to self-assessment and risk assessment reviews for Occasional Care Services and Family Day Care Services, given some staff have not completed mandatory training modules.
- The Committee requested that a future agenda include a specific item on Child Safety risk for further discussion.

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****28 NOVEMBER 2025**

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**13. EXTERNAL AUDIT**

Nil

**14. AUDIT AND RISK COMMITTEE ITEMS****14.1 2026 COMMITTEE WORK PLAN**

The Committee noted the Work Plan for the 2026 calendar year, subject to any amendments, and suggested that the Work Plan focus on Directorate Reports rather than Business Unit Reports. It was further agreed that, from time to time, individual strategic risks will be recommended for detailed presentation and discussion.

**14.2 COMMITTEE PERFORMANCE EVALUATION**

The Committee reviewed the responses to its annual self-assessment and noted that the Committee's Performance Evaluation will be included in the next biannual report to Council.

Cr Ragni requested that the Committee consider capturing all internal audit risks from the previous 12 months to inform the annual Follow-Up Review and future internal audit planning.

**14.3 COMMITTEE ANNUAL CHARTER REVIEW**

The Committee noted that, following a review of the self-assessment outcomes, no significant changes are required to the current Committee Charter at this time.

**15. INFORMATION & UPDATE ON ITEMS (INFORMATION ONLY, NOT ACTION)****15.1 SECTION 8 RISK - RISK REPORTING SCHEDULE**

It was noted that the Committee discussed alternative approaches to risk reporting and acknowledged the current Directorate and Department Risk Reporting Program. The Committee agreed that management will review the existing framework and provide suggestions for enhancing risk reporting at a future meeting.

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

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

**15.3 SECTION 10 COMPLIANCE MANAGEMENT - COUNCILLOR EXPENSES**

The Committee noted the compliance and governance arrangements, key controls, and processes regarding the management of councillor expenses.

**15.4 SECTION 11 INTERNAL CONTROL ENVIRONMENT - SECTOR REPORT (INTERNAL AUDITOR)**

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

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**AUDIT AND RISK COMMITTEE MEETING MINUTES****28 NOVEMBER 2025**

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**15.5 SECTION 12 INTERNAL AUDIT - REVIEW OF TENDERING PROCESSES (DRAFT SCOPE)**

The Committee reviewed and recommended the proposed scope for the review of Tendering.

**15.6 SECTION 12 INTERNAL AUDIT - REVIEW OF COMMUNICATION (DRAFT SCOPE)**

The Committee reviewed and recommended the proposed scope for the review of Communication.

**15.7 SECTION 12 INTERNAL AUDIT - REVIEW OF FOLLOW-UP ITEMS (DRAFT SCOPE)**

The Committee reviewed and recommended the proposed scope for the review of Follow-up Items.

**15.8 SECTION 12 INTERNAL AUDIT - STATUS OF INTERNAL AUDIT ACTIONS**

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

**15.9 SECTION 12 INTERNAL AUDIT - INTERNAL AUDIT ACTIVITY REPORT**

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

**15.10 SECTION 13 EXTERNAL AUDIT - STATUS OF EXTERNAL AUDIT ACTIONS**

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

**15.11 SECTION 14 AUDIT & RISK COMMITTEE ITEMS - 2025 COMMITTEE WORK PLAN**

The Committee noted the Committee's Work Plan for the 2025 calendar year subject to any amendments.

**15.12 SECTION 14 AUDIT & RISK COMMITTEE ITEMS - 2026 COMMITTEE DATES**

The Committee confirmed the meeting dates for the 2026 calendar year.

**15.13 SECTION 12 INTERNAL AUDIT - PROCESS FOR INTERNAL AUDIT RECOMMENDATIONS**

The Committee noted the update to Council's process on closing out internal audit recommendations.

**AUDIT AND RISK COMMITTEE MEETING MINUTES****28 NOVEMBER 2025****16. GENERAL BUSINESS****16.1 GENERAL BUSINESS**

The Committee noted general business items and noted the next meeting is scheduled for Friday, 27 February 2026 which will be the first meeting for the 2026 calendar year.

**17. AUDIT AND RISK COMMITTEE (MEMBERS ONLY)**

Nil

**18. CLOSURE OF MEETING**

The meeting concluded at 12:00pm.

**10.10 TENDER 2025.124 GLEN EIRA LANDSCAPING SERVICES AND RECREATION ASSET DEVELOPMENT AND CONSTRUCTION**

**Author:** Jess Van Der Werff, Manager Parks Services

**Director:** Niall McDonagh, Director Sustainability, Assets and Leisure

**Trim No:** 25/1435114

**Attachments:** 1. 2025.124\_Report on the conclusion of the Tender Evaluation Panel (CONFIDENTIAL)  
2. 2025.124 Probity Advisory Report - Glen Eira City Council - Parks Panel (CONFIDENTIAL)

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**PURPOSE**

The purpose of this report is to recommend a panel of contractors be appointed to undertake the works tendered in Tender number **2025.124 Glen Eira Landscaping Services and Recreation Asset Development and Construction**.

**RECOMMENDATION**

That Council having reviewed and considered the confidential Tender Evaluation report (**Attachment 1**).

1. appoints the following as the panel contractors under Tender number 2025.124 for an amount in accordance with the Schedule of Rates submitted:

Tenderer 1  
Tenderer 2  
Tenderer 3  
Tenderer 4  
Tenderer 5  
Tenderer 6  
Tenderer 7  
Tenderer 8  
Tenderer 9  
Tenderer 10  
Tenderer 11  
Tenderer 12  
Tenderer 13  
Tenderer 14  
Tenderer 15  
Tenderer 16  
Tenderer 17

2. prepares the contracts for the panel contractors listed above in accordance with the Conditions of Contract as negotiated and agreed to by Council;
3. notes the attachment to the report remain confidential in accordance with section 3(1)(g) of the *Local Government Act 2020* or until Council resolves otherwise; and
4. authorises Council officers to disclose any confidential information in relation to this item, but only to the extent necessary to give effect to the resolution.

5. authorises Council officers to disclose the successful tenderer name in the meeting minutes for this item.

## BACKGROUND

### Reason for Tender

Council seeks to engage suitably qualified and resourced contractors to deliver high-quality landscaping services and recreation asset development across designated public open space assets within the Municipality. This contract is necessary to:

1. **Enhance Public Open Spaces**  
Public open spaces are vital to the liveability and character of Glen Eira. Council's strategic vision emphasizes providing access to well-designed and maintained open spaces that support community wellbeing and recreation.
2. **Supplement Internal Resources**  
While Council maintains an internal team for parks and asset management, the scale and complexity of works—including landscape construction, installation, and turf maintenance—require external expertise to ensure timely and efficient delivery.
3. **Ensure Safety, Quality, and Responsiveness**  
The contract framework is designed to maintain high standards of safety and presentation while enabling operational flexibility to respond to both scheduled and reactive maintenance needs across multiple sites.
4. **Support Strategic Objectives**  
This initiative aligns with Council's commitment to maximize and diversify green spaces, improve recreational infrastructure, and meet community expectations for sustainable, functional, and aesthetically pleasing environments.
5. **Deliver Cost-Effective and Scalable Solutions**  
By engaging external contractors through a structured tender process, Council ensures competitive pricing, compliance with procurement standards, and the ability to scale services as demand fluctuates.

### Proposed Contract period

The proposed term of the contract is three (3) years with options on the part of Council to extend for two further terms of two years each.

## TENDER PROCESS

### Advertising

An invitation to submit tenders for the contract as described in the preceding section was advertised on Saturday 2 August 2025 in *The Age* newspaper Saturday edition, Council's eTendering Portal on 4 August 2025, and closed on Friday 5 September 2025.

### Tenders Collected or Received

52 tender documents were requested.

Seventeen (17) submissions were received by the closing date.

### EVALUATION PROCESS

#### Evaluation Criteria

All conforming tenders were evaluated against the following criteria:

CRITERIA	INDICATORS
<b>1. Ability to provide the specified works/services.</b>	<ul style="list-style-type: none"> <li>• Demonstrated experience delivering similar Landscape, Open space services, Turf, Irrigation, Civil and playground works</li> <li>• Demonstrated track record of good performance in similar related services.</li> <li>• Capability and Capacity – resources, including equipment, skills and professional certification where required to ensure quality and timely delivery including other contractual commitments.</li> <li>• Additional Contract Value –Evidence of new initiatives including commitment to continuous improvement and innovation.</li> </ul>
<b>2. Cost to Council.</b>	<ul style="list-style-type: none"> <li>• Total cost to Council (excl. of GST).</li> </ul>
<b>3. Sustainability - Economic, Environmental and Social.</b>	<ul style="list-style-type: none"> <li>• Commitment to sustainability initiatives.</li> </ul>
<b>4. Ability to provide a safe workplace.</b>	<ul style="list-style-type: none"> <li>• Demonstrated commitment to and ability to achieve a safe workplace.</li> </ul>



## ISSUES AND DISCUSSION

Not applicable.

## CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

This contract is aligned with Council's 'Our Climate Emergency Response Strategy 2025-2029', Strategic Objectives and Goals as follows :

### 2.2 OUR PLACES ARE SAFE, HEALTHY AND VERSATILE.

Goal 1: Our buildings and infrastructure are resilient and safe for our staff and community.

### 3.1 OUR URBAN GREENERY AND BIODIVERSITY ARE ENHANCED.

Goal 1: Continue to grow, maintain and protect our urban forest.

Goal 2: Maintain, improve and protect Glen Eira's biodiversity.

## **Project Sustainability Summary**

This project addresses sustainability through the following:

Sustainability is central to this tender, with requirements that promote environmentally responsible practices throughout landscaping and recreation asset development. Contractors are expected to use recycled and locally sourced materials, incorporate drought-tolerant planting and efficient irrigation systems, and implement waste reduction and recycling measures. Energy-efficient equipment and low-emission practices will be prioritised to minimise environmental impact. These measures align with Glen Eira's sustainability objectives, ensuring long-term community benefits and climate adaptation outcomes.

## FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

### **Budget**

The works under this contract relate to maintenance and capital works projects and will be funded through Parks and Open Space Operational and Capital Works budgets as required and subject to available funding.

The total cost will vary from year to year; the average annual spend is \$1,400,000 (GST Exclusive)

The estimated cost for the five (5) year contract term is therefore \$7,000,00 (GST Exclusive).

## POLICY AND LEGISLATIVE IMPLICATIONS

This report is in accordance with the Procurement Policy and the *Local Government Act 2020*.

**COMMUNICATION AND ENGAGEMENT**

Not applicable.

**LINK TO COUNCIL PLAN**

Strategic Direction 2: Diverse, welcoming and accessible places. Our green open spaces and community facilities are well-used, well-located and accessible.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report or the evaluation of the tenders have any direct or indirect interest in this matter.

**CONCLUSION****Tender Evaluation Panel Conclusion**

The Tender Evaluation Panel appointed by the Director Sustainability, Assets and Leisure reached the conclusion that when assessed against the evaluation criteria represented the best quality for the community, the tenders of the listed contractors as per the attached Tender Evaluation report.

The report of the Tender Evaluation Panel is attached. This attachment concerns confidential information within the meaning of that term in the *Local Government Act 2020* (the Act) being private commercial information, being information provided by a business, commercial or financial undertaking that—

- (i) relates to trade secrets; or
- (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;

and the meeting will be closed to the public (under s 66(2) of the Act) should such information need to be considered and discussed and all documents containing such information shall remain confidential.

**10.11 TENDER 2025.15 FACILITY MANAGEMENT SERVICES**

**Author:** Salim Murtaza, Manager Works Depot

**Director:** Niall McDonagh, Director Sustainability, Assets and Leisure

**Trim No:** 25/1471285

**Attachments:** 1. 2025.15 Facility Management Services Report on conclusion of Tender Evaluation Panel (CONFIDENTIAL)  
2. Probity Advisory Report - Glen Eira City Council - Facility Management Services (CONFIDENTIAL)

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**EXECUTIVE SUMMARY**

The scope of Tender 2025.15 - Facility Management Services covers the delivery of planned and reactive facilities maintenance across Council's buildings, including services such as electrical, plumbing, HVAC, essential safety measures, carpentry, glazing, security, roofing, painting and other associated trades. The contractor will provide a fully managed service to ensure Council facilities remain safe, compliant and operational.

Following a comprehensive assessment of eleven submissions against criteria including cost, capability, sustainability, and safety, Tenderer 2 has been identified as offering the best value and quality for the community.

This tender also places strong emphasis on sustainability, requiring the appointed contractor to support Council's environmental, social and economic objectives. This includes reducing environmental impact through compliant practices, supporting local employment and suppliers where possible, and demonstrating effective sustainability systems that align with Council's long-term commitment to responsible and resilient service delivery.

Council officers recommend awarding the contract to Tenderer 2 and authorising the CEO to execute the agreement. Confidentiality provisions apply to the tender evaluation report, with limited disclosure permitted to enable implementation.

**PURPOSE**

This purpose of this report is to recommend a contractor be appointed to undertake the works tendered in Tender number 2025.15 Facility Management Services.

**RECOMMENDATION**

That Council having reviewed and considered the confidential Tender Evaluation report (**Attachment 1**).

1. appoints [Tenderer 2](#) as the preferred contractor under Tender number 2025.15 for an amount in accordance with the Lump Sum and Schedule of Rates submitted;
2. prepares the contract in accordance with the Conditions of Contract included in the tender;
3. authorises the CEO to finalise contract negotiations on Council behalf;
4. authorises the CEO to execute the contracts on Council's behalf;

5. notes the attachment to the report remain confidential in accordance with section 3(1)(g) of the *Local Government Act 2020* or until Council resolves otherwise; and
6. authorises Council officers to disclose any confidential information in relation to this item, but only to the extent necessary to give effect to the resolution.
7. authorises Council officers to disclose the successful tenderer name in the meeting minutes for this item.

## BACKGROUND

### Reason for Tender

The tender was undertaken to ensure Council continues to maintain its buildings and community facilities to a high standard, supporting safe, reliable and accessible environments for residents, tenants, staff and community users.

A consolidated facilities maintenance contract enables Council to manage planned and reactive maintenance more efficiently, ensuring assets are well-maintained, compliant and operational at all times.

The tender also supports Council's sustainability objectives by promoting responsible maintenance practices, extending asset life, reducing environmental impact and strengthening long-term service resilience.

Through this contract, Council aims to deliver consistent service quality, improve safety outcomes and enhance the overall condition and functionality of its building portfolio.

### Proposed Contract period

The proposed term of the Contract is 3 years with a 2 further 2 years extensions.

## TENDER PROCESS

### Advertising

An invitation to submit tenders for the contract as described in the preceding section was advertised on Saturday 30 November 2024 in *The Age* newspaper Saturday edition, Council's eTendering Portal on 2 December 2024, and closed on 20 December 2024.

### Tenders Collected or Received

86 tender documents were requested.

Nine (9) submissions were received by the closing date.

1 submission was deemed non conforming.

## EVALUATION PROCESS

### Evaluation Criteria

All conforming tenders were evaluated against the following criteria:

CRITERIA	INDICATORS
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CRITERIA	INDICATORS
1. Cost to Council	<ul style="list-style-type: none"><li>• Total cost to Council (excl. of GST)</li></ul>
2. Ability to provide the specified works/services	<ul style="list-style-type: none"><li>• Demonstrated experience in maintenance of Council properties or similar public facilities</li></ul>
	<ul style="list-style-type: none"><li>• Resourcing - Demonstrated ability to provide high quality personnel meeting the specification requirements for the services.</li></ul>
	<ul style="list-style-type: none"><li>• Proposed methodology for delivering the services</li></ul>
	<ul style="list-style-type: none"><li>• Management skills and systems and quality</li></ul>
3. Sustainability - Economic, Environmental and Social	<ul style="list-style-type: none"><li>• Commitment to sustainability initiatives.</li></ul>
4. Ability to provide a safe workplace	<ul style="list-style-type: none"><li>• Demonstrated commitment to and ability to achieve a safe workplace.</li></ul>

## CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

This contract is aligned with Council's 'Our Climate Emergency Response Strategy 2025-2029', Strategic Objectives and Goals as follows :

### 2.2 OUR PLACES ARE SAFE, HEALTHY AND VERSATILE.

Goal 1: Our buildings and infrastructure are resilient and safe for our staff and community.

### **Project Sustainability Summary**

This project addresses sustainability through the following:

The project supports Council's economic, environmental and social sustainability objectives through demonstrated commitment to local employment, certified environmental management, and structured sustainability initiatives.

Maintenance tasks are planned to optimise energy and water efficiency, prolong the life of building assets, and avoid unnecessary replacement by favouring repair-first approaches. The use of locally based trades not only reduces travel-related emissions but also strengthens Glen Eira's local economy and community resilience.

Broader social and environmental initiatives, which prioritises inclusive procurement, community support, training opportunities for disadvantaged groups, ethical supply-chain practices, and selection of environmentally sustainable materials and services. Collectively, these actions demonstrate a comprehensive, well-structured sustainability approach that aligns closely with Council's expectations for long-term economic resilience, reduced environmental impact, and strengthened community wellbeing.

## FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

### **Budget**

The annual budget for this contract is \$2,484,5000 (based on the 2025/2026 financial year and market response).

Based on the schedule of rates submitted, accepting the tender of **Tender 2** would result in a cost of \$1,858,617 GST exclusive.

Resulting in the estimated cost for the seven (7) year contract term of \$14,311,350 (GST Inclusive).

## POLICY AND LEGISLATIVE IMPLICATIONS

This report is in accordance with the Procurement Policy and the *Local Government Act 2020*.

## COMMUNICATION AND ENGAGEMENT

Nil

**LINK TO COUNCIL PLAN**

Strategic Direction 2: Diverse, welcoming and accessible places. Our green open spaces and community facilities are well-used, well-located and accessible.

The continued maintenance of Council building ensures that the community is able to attend and for the community to connect and be active which is important for health, wellbeing and social connection.

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report or the evaluation of the tenders have any direct or indirect interest in this matter.

**CONCLUSION**

The recommended appointment of [Tenderer 2](#), represented the best quality and value for money for the community.

The report of the Tender Evaluation Panel is attached. This attachment concerns confidential information within the meaning of that term in the *Local Government Act 2020* (the Act) being private commercial information, being information provided by a business, commercial or financial undertaking that—

- (i) relates to trade secrets; or
- (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;

and the meeting will be closed to the public (under s 66(2) of the Act) should such information need to be considered and discussed and all documents containing such information shall remain confidential.



**10.12 DELEGATIONS FROM COUNCIL TO CEO**

**Author:** Joanne McKay, Coordinator Legal and Governance

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

**Trim No:** 25/1467408

**Attachments:** 1. Council to CEO Instrument of Delegation - Tracked [↓](#)

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**EXECUTIVE SUMMARY**

Council delegates powers, duties and functions to the CEO in accordance with the *Local Government Act 2020* (LGA 2020) to ensure efficient and effective administration of Council operations. Delegation allows for faster decision making, as there is no need for a formal Council resolution, which in turn leads to better outcomes for the Glen Eira community.

In line with principles of good governance, Council regularly reviews and updates instruments of delegation to the CEO and Council Officers.

Officers have thoroughly reviewed the current instrument of delegation from Council to the Chief Executive Officer and in doing so have identified two areas for improvement that could lead to efficiencies, from a staff, Councillor and community perspective.

Firstly, officers recommend that the current upper financial limits for contracts and expenditure be increased to allow the CEO the power to enter contracts and authorise expenditure that currently need Council approval.

Officers also recommend that the restrictions in the current delegation in relation to property transactions be removed and instead that they are dealt with as per the *Local Government Act 1989* (LGA 1989) and Council Policy, such as Council's Leasing and Licensing Policy and Roads and Reserves Discontinuance and Sale Policy.

**RECOMMENDATION**

That Council resolves that in exercise of the power conferred by section 11 (1) (b) of the *Local Government Act 2020* (the Act):

1. The amendments in the *Instrument of Delegation to the Chief Executive Officer* (Attachment 1 to this report) are approved.
2. There be delegated to the person holding the position, or acting in or performing the duties, of Chief Executive Officer the powers, duties and functions set out in the *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument.
3. The instrument comes into force immediately upon this resolution being made.
4. On the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked.
5. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.
6. A clean version of the instrument of delegation will be published on Council's website.

## BACKGROUND

Council has a broad power to delegate its powers duties and functions to the Chief Executive Officer, subject to restrictions, in accordance with section 11 of the LGA 2020.

Delegations are reviewed regularly to ensure that decisions are being made at the appropriate level and that they are operationally suited to Council's needs which in turn promotes transparency and good governance.

The proposed changes to the instrument of delegation are outlined in the issues and discussion section of this paper and are marked up in the attachment to this report.

## ISSUES AND DISCUSSION

Council delegates powers, duties and functions to the CEO in accordance with the LGA 2020 to ensure efficient and effective administration of Council operations. Delegation allows for faster decision making, as there is no need for a formal Council resolution, which in turn leads to better outcomes for the Glen Eira community. Councillors still maintain oversight of Council operations by way of reporting and regular review and updates of its instruments of delegation to the CEO and staff members ensuring good governance.

Council officers have reviewed the current delegation from Council to the CEO and have considered the provisions of the LGA 2020 and guidance provided by Maddocks lawyers along with benchmarking against neighbouring Councils.

In doing so officers have identified two areas for amendment that may lead to service improvements and less Council time being spent on decisions that are operational and could be made by the CEO or an officer delegated by the CEO. These amendments relate to financial limits and property transactions and are discussed below.

### ***Financial Delegation***

Financial delegations are a critical mechanism for maintaining accountability, probity, transparency and compliance with legislative requirements in procurement and expenditure processes. This framework enables Council to conduct procurement activities efficiently while maintaining all the above.

### Tenders

Figures provided by Council's procurement team show that increasing the CEO's financial delegation from \$500,000 to \$1million will result in the following operational efficiencies:

<b>Tenders Awarded</b>	<b>CEO Current Financial Delegation \$500k</b>	<b>Proposed CEO Financial Delegation \$1m</b>
57 Tenders have been awarded over the period (1/7/2023-30/9/2025)	34 Awarded by CEO 23 Awarded by Council	41 Awarded by CEO 16 Awarded by Council
Operational efficiencies	N/A	28 weeks

Raising the CEO's approval limit from \$500,000 to \$1 million would prevent 7 tenders from requiring Council approval and enable contractors to be engaged approximately 4 weeks

earlier per project or tender. Overall, this adjustment would result in an estimated operational efficiency gain of 28 weeks, expediting both project commencement and completion.

A summary of financial delegation limits across neighbouring Council's is shown below:

CEO Financial Delegation \$450,000	CEO Financial Delegation \$500,000	CEO Financial Delegation \$1 million
Monash City Council	Glen Eira City Council (current)	<ul style="list-style-type: none"> <li>• Yarra City Council</li> <li>• Stonnington City Council</li> <li>• Port Philip City Council</li> <li>• Kingston City Council</li> <li>• Bayside City Council</li> </ul>

### Insurance

In recent financial years, Council has experienced significant increases in its public liability insurance premiums. To ensure the CEO has adequate financial delegation to approve contracts for insurance, officers recommend increasing the CEO's current financial delegation for insurance from \$1 million to \$2 million.

### ***Property Transactions***

The current delegation from Council to CEO has limitations on the CEO to the effect that the CEO can only do the following in relation to property matters:

- Accept an offer to purchase land from a discontinued road or former reserve, where the sale price is below \$200,000 (inc GST).
- Surrender, renew or vary an existing lease agreement (provided the variation does not alter the area of land occupied).

Officers propose that the current restrictions on the CEO delegation in relation to property are removed. No other neighbouring Council's have similar restrictions and there is nothing legislative requiring these restrictions to be imposed on the CEO.

The types of property matters that generally come to Council for a decision are discussed below.

#### **i. Leases**

Council has 90 tenancy agreements where it is the landlord, 6 of which are commercial, and the remainder are community agreements. In addition, Council has approximately 20 agreements where it is the tenant. Currently all new leases come before Council as the CEO is not delegated to enter into Lease agreements. Licence agreements are delegated to officers to finalise and do not come before Council.

Section 115 of the LGA 2020 clearly outlines Council's requirements concerning the leasing of land. This includes the requirement for Council to include a proposed lease in its financial budget where the lease is for one year or more and the rent is \$100,000

or more a year (or the market rental value of the land is \$100,000 or more a year), or if a lease is for 10 years or more. If a proposed lease meeting these criteria isn't included in the financial budget, then community engagement will be required before entering into the lease.

There is only one recent lease agreement where we offered a commercial tenancy greater than ten years, and this was publicly advertised. Generally, all our community lease and licence agreements are bound by the guiding principles of *Council's Leasing and Licensing Policy*, which limits community leases to a term of nine years. As such, if Council removes the restriction on the CEO being able to enter into lease agreements, any decisions made by the CEO, or officers delegated by her, must be in accordance with both s.115 of the LGA 2020 and *Council's Leasing and Licensing Policy*. The policy is endorsed by Council which gives Council the power to decide how Council's properties should be managed in relation to leases and licences. The CEO and any delegated officers when exercising this function will be bound to comply with Council's policy. This provides assurances for Council that a governance framework is already in place that would guide the decision on whether to enter into a lease agreement.

In the last financial year (2024-2025) 12 community leases came to Council for a decision. In this financial year a further two community leases have come to Council with three further leases being deferred to meetings in early 2026 as the last two meetings of this calendar year have full agendas.

The time spent on officers preparing a report and taking the matter to Council, as well as the delays that can be experienced taking a report to an Ordinary Council Meeting, would significantly speed up the decision making and administrative process for officers, provide quicker security of tenure for tenants (they aren't waiting for Council's final approval) and improve the overall efficiency of our customer experience.

## **ii. Discontinuation and sale of laneways and reserves**

The discontinuance and sale of roads is carried out according to the provisions of Clause 3 of Schedule 10 of the LGA 1989 and section 114 of the LGA 2020.

Council has a *Road and Reserves Discontinuance and Sale Policy*, which provides guiding principles to ensure proposals are dealt with equitably and in a transparent and consistent manner.

Currently all road and reserve discontinuance and sale proposals come before Council. Whilst the CEO is delegated to accept an offer to purchase land from a discontinued road or former reserve, where the sale price is below \$200,000 (incl. GST) officers have continued to present these matters to Council from the outset of a proposal.

Currently two or three reports will go to Council in relation to each discontinuation and sale of Council laneways and reserves. A first report seeks Council's resolution to commence the statutory procedures, which includes giving Public Notice. If no submissions are received as a result of the Public Notice, a second report goes to Council seeking resolution to finalise the discontinuance and sale. If submissions are received, the second report to Council will only receive and hear submissions (if submitters wish to be heard) and a third report will seek Council's formal decision on the proposed discontinuance and sale once it has considered the submission.

In the last financial year (2024-2025) 4 reports came to Council seeking resolution to commence the statutory procedures. Two of those reports then returned to Council to finalise the discontinuance and sale following Public Notice, during which no submissions were received. In this financial year the other two proposals came back to Council to finalise the discontinuance and sale following Public Notice, again during which no submissions were received.

If Council agrees the CEO can authorise the initiate and finalise the process for the discontinuance and sale of roads and reserves, less reports will go to Council. This will see only matters coming to Council where submissions are made under section 223 LGA1989 following the Public Notice requirement. Policy, together with the statutory requirements and guidelines will inform decisions so Council can be comfortable there will be a governance framework to ensure consistency in decisions in line with Council's expectations.

The suggested amendments to the delegation will not prohibit road and reserves discontinuance and sales still coming to Council where the CEO considers there is a political or community interest in the matter being considered by Council.

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

There are no climate emergency response strategy implications in this report.

#### **FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

The proposed amendments to the delegations from Council to CEO should result in efficiencies in resources as there would be less officer and Council time in considering matters that can be dealt with at CEO level.

#### **POLICY AND LEGISLATIVE IMPLICATIONS**

Council's power to delegate its powers, duties and functions to the CEO are contained at section 11 LGA 2020.

#### **COMMUNICATION AND ENGAGEMENT**

Officers have consulted with and sought guidance from Council's Procurement, Finance and Property and Leasing teams in making the recommendations in this report.

In accordance with Council's public transparency requirements, a copy of the instrument of delegation will be made available on Council's website.

#### **LINK TO COUNCIL PLAN**

Strategic Direction 4: Innovation and financial sustainability  
Our community has trust and confidence in our decisions

#### **OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

#### **CONCLUSION**

Updates to the delegation from Council to the CEO are required to ensure efficient and effective administration of Council functions.

**Glen Eira City Council**

**Instrument of Delegation  
to  
Chief Executive Officer**

**Instrument of Delegation**

In exercise of the power conferred by section 11(1) of the *Local Government Act 2020* (**the Act**) and all other powers enabling it, Glen Eira City Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation;

AND declares that:

- 1. this Instrument of Delegation is authorised by a Resolution of Council passed on ~~25-February-16~~ December 2025 and
- 2. the delegation:
  - 2.1. comes into force immediately following the Resolution of Council described in part 1 above;
  - 2.2. is subject to any conditions and limitations set out in the Schedule;
  - 2.3. must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4. remains in force until Council resolves to vary or revoke it.

Instrument of Delegation to CEO – ~~February-December~~ 2025

SCHEDULE

The power to:

- 1. determine any issue;
  - 2. take any action; or
  - 3. do any act or thing,
- arising out of or connected with any duty imposed or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing:

- 4. if the issue, action, act or thing is an issue, action, act or thing which involves:
  - 4.1. making, amending or revoking a local law;
  - 4.2. adopting or amending the Governance Rules;
  - 4.3. approving or amending the Financial Plan or Council Plan;
  - 4.4. approving the Budget or Revised Budget;
  - 4.5. adopting or amending any policy that Council is required to adopt under the Act;
  - 4.6. appointing an Acting Chief Executive Officer for a period exceeding 28 days;
  - 4.7. making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
  - 4.8. entering into a contract requiring the expenditure of Council funds exceeding the value of:
    - 4.8. or making an expenditure exceeding:
      - (a) in relation to roads or drains or the procurement of insurance (except WorkCover insurance), \$1,000,000 (including GST); or
      - 4.9. \$2,000,000 (including GST) for the purchase of insurance
      - (b) in relation to the procurement of WorkCover insurance \$3,000,000 (including GST);
      - in relation to all other contracts or agreements, \$500,000 (including GST);
    - 4.9. making expenditure that exceeds \$1,000,000 (including GST), unless it is

Instrument of Delegation to CEO – February-December 2025

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expenditure:

(a) made under a contract already entered into; or

(b) relates to statutory charges, including WorkCover, superannuation, taxation, emergency services and volunteers funding levy etc.

- 4.10. determining the level of cash in lieu of car parking payment under a town planning permit where a contributions plan has been implemented

Instrument of Delegation to CEO – ~~February-December~~ 2025

by Council;

~~4.11. accepting an offer to purchase land from a discontinued road or a former reserve which vests in Council, where the proposed sale price determined in accordance with Council policy is greater than \$200,000 (including GST);~~

~~4.12. subject to clause 4.10, the acquisition or disposition of a legal interest in land or buildings other than discontinued roads or former reserves which vest in Council, except where a lease is a renewal, surrender, or variation of an existing agreement and the lease is consistent with the Council Leasing and Licensing Policy (or similar approved policy), and in the case of variation does not change the area of land occupied;~~

~~4.13~~4.11. electing a Mayor or Deputy Mayor;

~~4.14~~4.12. granting a reasonable request for leave under section 35 of the Act;

~~4.15~~4.13. appointing the chair or the members to a delegated committee;

~~4.16~~4.14. approving the borrowing of money; or

~~4.17~~4.15. subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges;

5. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
6. if the issue, action, act or thing is an issue, action, act or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
7. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a:
  - 7.1. policy; or
  - 7.2. strategyadopted by Council;
8. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
9. if the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

**10.13 DELEGATIONS FROM COUNCIL TO STAFF**

**Author:** Shanee Lia, Senior Legal Officer

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

**Trim No:** 25/1307149

**Attachments:** 1. Attachment 1- Delegations from Council to planning staff [↓](#)  
2. Attachment 2 - Delegations from Council to staff - various legislation [↓](#)

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**EXECUTIVE SUMMARY**

In line with principles of good governance, Council regularly reviews and updates its instruments of delegation to the CEO and Council Officers. In response to some legislative changes there has been a review of the instrument of delegations to ensure that they accurately reflect and support the legislative obligations and operational requirements of the organisation.

The updates to the Instruments of delegation to planning delegates and staff reflect minor legislative changes and implied powers under planning legislation.

**RECOMMENDATION**

That Council resolves that:

1. the amendments to the instrument of delegation to staff under the *Planning and Environment Act 1987* (Vic) (**planning delegations**) in Attachment 1 to this report are approved;
2. the amendments to the instrument of delegation to staff under various legislation (**various delegations**) in Attachment 2 to this report are approved;
3. in exercise of the powers conferred by the legislation referred to in the planning delegations and various delegations, there be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the planning delegations and various delegations, the powers, duties and functions set out in those Instruments of Delegation, subject to the conditions and limitations specified in those Instruments;
4. the planning delegations, and the various delegations come into force immediately upon this resolution being made.
5. clean versions of the instruments of delegation be published on Council's website; and
6. on the coming into force of the planning delegations, and the various delegations, the following Instruments of Delegation are revoked:

- Instrument of Delegation to Council Officers under the *Planning and Environment Act 1987* approved by Council on 25 February 2025; and
- Instrument of Delegation to Council Officers under various legislation approved by Council on 10 June 2025

## BACKGROUND

In line with principles of good governance, Council regularly reviews and updates its instruments of delegation to the CEO and Council Officers to ensure that any updates arising from changes to legislation or Council's organisational structure are reflected in its instruments of delegation.

The proposed changes to the instruments of delegation are outlined in the Issues and Discussion section of this report which arise from minor legislative updates and inclusion of implied planning legislative powers.

## ISSUES AND DISCUSSION

### 1. Planning delegations

Updates to this Instrument reflect the following:

Legislation	Change Type	Delegated Function / Power	Delegate(s)
s 48A (1) Planning and Environment Act 1987	New	Power to give notice to an applicant that the application is incomplete	Specific Planning Officers
S52 (1D) Planning and Environment Act 1987	New	Duty to have regard to guidelines issued by the Minister	Specific Planning Officers
S 57B (2A) Planning and Environment Act 1987	New	Duty to have regard to guidelines issued by the Minister	Specific Planning Officers
Implied powers under Planning and Environment Act 1987	New	Three new implied powers have been added giving delegates power to make decisions regarding any planning scheme or permit where changes, actions, or approvals may be required. Such decisions may involve matters that need the Council's consent, approval, or endorsement.	Specific Planning Officers

### 2. Various delegations

Updates to this Instrument reflect the following minor changes to the Instrument:

Legislation	Change Type	Change
Various	Administrative	Change name of Government Department from 'Department of

provisions of Road Management Act 2004	amendment	Environment, Land, Water and Planning' to 'Department of Transport and Planning'.
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### CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS

There are no climate emergency response strategy implications from Council making the instruments of delegations attached to this report.

### FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS

There are no financial, resources, risk and asset management implications from Council making the instruments of delegations attached to this report.

### POLICY AND LEGISLATIVE IMPLICATIONS

The power to delegate is given by the *Planning and Environment Act 1987* (Vic) and Council's Planning Scheme described in the planning delegations, and by the various Acts and regulations described in the various delegations.

Consistent with Council's obligations under the *Local Government Act 2020* (Vic) and Council's Public Transparency Policy, a clean version of the delegations will be published on Council's website.

### COMMUNICATION AND ENGAGEMENT

Internal consultations have been conducted to ensure that the amendments are consistent with day-to-day work at Council.

### LINK TO COUNCIL PLAN

Strategic Direction 4: Innovation and financial sustainability  
Our community has trust and confidence in our decisions

### OFFICER DECLARATION OF CONFLICT OF INTEREST

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

### CONCLUSION

The proposed updates to the instruments of delegation to Council Officers are required to accurately reflect and support the legislative obligations of the organisation.

***S6 Instrument of Delegation – Members of Staff  
(Planning and Environment Act 1987)***

**Glen Eira City Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987) – ~~February~~December 2025

1

### Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

Reference	Meaning
CCSPP	Coordinator City Strategy and Place Planning
CUP	Coordinator Urban Planning
CPBBS	Coordinator Planning and Building Business Support
DPP	Director Planning and Place
DSAL	Director Sustainability, Assets and Leisure
CPD	Coordinator Permits and Development
MCF	Manager City Futures
MSA	Manager Sustainability and Assets
MPBS	Manager Planning and Building Services
MWD	Manager Works Depot
SPEO	Senior Planning Enforcement Officer
PPEO	Principal Planning Enforcement Officer
PCESO	Planning Customer Experience and Support Officer
PStratP	Principal Strategic Planner
PUP	Principal Urban Planner
PUPS	Principal Urban Planner (Subdivisions)
SO	Subdivision Officer
SP	Student Planner
Specific Planning Officers	CCSPP, CUP, DPP, MCF, MPBS, PStratP, PUP, PUPS, SO, SUP, StratP, SStratP, SP and UP
SStratP	Senior Strategic Planner
StratP	Strategic Planner
SUP	Senior Urban Planner
UP	Urban Planner

3. declares that:

3-13.1.1 this Instrument of Delegation is authorised by resolution of Council passed on 25 ~~February~~ 16 December ~~XX~~ 2025;

- 3.2 the delegation:

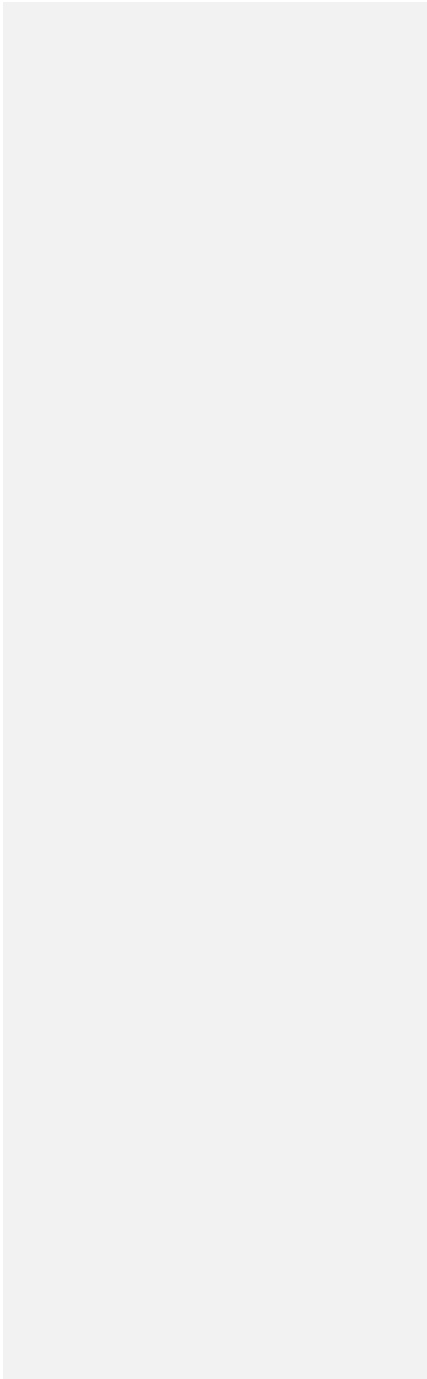
3.2.1 comes into force immediately after the passing of the resolution of Council described at 3.1 above;

3.2.2 remains in force until varied or revoked by resolution of Council;

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987) – ~~February~~ December 2025

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| S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987) – ~~February~~December 2025  
3





- 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
- 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
- 3.3 the delegate must not determine the issue, take the action or do the act or thing:
  - 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
  - 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
    - (a) policy; or
    - (b) strategyadopted by Council;
  - 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
  - 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or a delegated committee.

SCHEDULE

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GLEN EIRA PLANNING SCHEME ..... 79

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	Specific Planning Officers	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	Specific Planning Officers	
s 4H	Duty to make amendment to Victorian Planning Provisions available in accordance with public availability requirements	Specific Planning Officers	
s 4I(2)	Duty to make a copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements	Specific Planning Officers	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	Specific Planning Officers	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	Not delegated	
s 8A(5)	Function of receiving notice of the Minister's decision	Specific Planning Officers	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	DPP MPBS MCF	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	Not delegated	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	Specific Planning Officers	
s 12B(1)	Duty to review planning scheme	DPP MPBS MCF	
s 12B(2)	Duty to review planning scheme at direction of Minister	DPP MPBS MCF	
s 12B(5)	Duty to report findings of review of planning scheme to Minister without delay	DPP MPBS MCF	
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	Specific Planning Officers	
s 17(1)	Duty of giving copy amendment to the planning scheme	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 17(2)	Duty of giving copy s 173 agreement	Specific Planning Officers	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	Specific Planning Officers	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	Specific Planning Officers	Until the proposed amendment is approved or lapsed
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	DPP MPBS MCF	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	Specific Planning Officers	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or  Where the amendment will amend the planning scheme to designate Council as an acquiring authority
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	Specific Planning Officers	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	Specific Planning Officers	Until the end of 2 months after the amendment comes into operation or lapses
s 21A(4)	Duty to publish notice	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 22(1)	Duty to consider all submissions received before the date specified in the notice	Specific Planning Officers	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 22(2)	Power to consider a late submission Duty to consider a late submission, if directed by the Minister	Specific Planning Officers	
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	Specific Planning Officers	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	Not delegated	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	Specific Planning Officers	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	Specific Planning Officers	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	Specific Planning Officers	During the inspection period
s 27(2)	Power to apply for exemption if panel's report not received	Not delegated	
s 28(1)	Duty to notify the Minister if abandoning an amendment	Specific Planning Officers	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	Specific Planning Officers	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	Specific Planning Officers	

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

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s 30(4)(a)	Duty to say if amendment has lapsed	Specific Planning Officers	
s 30(4)(b)	Duty to provide information in writing upon request	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 32(2)	Duty to give more notice if required	Specific Planning Officers	
s 33(1)	Duty to give more notice of changes to an amendment	Specific Planning Officers	
s 36(2)	Duty to give notice of approval of amendment	Specific Planning Officers	
s 38(5)	Duty to give notice of revocation of an amendment	Specific Planning Officers	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	Specific Planning Officers	
s 40(1)	Function of lodging copy of approved amendment	Specific Planning Officers	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	Specific Planning Officers	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	Specific Planning Officers	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	Specific Planning Officers	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	Not applicable	Where Council is a responsible public entity and is a planning authority

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46AW	Function of being consulted by the Minister	DPP MPBS MCF	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	Not delegated	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	DPP MPBS MCF	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	DPP MPBS MCF	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	Not delegated	Where Council is the planning authority, the municipalCouncil of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	DPP MPBS MCF	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GK	Duty to comply with a Minister’s direction that applies to Council as the planning authority	DSAL DPP MSA MPBS MCF	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	DSAL DPP  MPBS MCF	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	DSAL DPP MSA MPBS MCF	
s 46GP	Function of receiving a notice under s 46GO	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	DSAL DPP MSA MPBS MCF	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	DSAL DPP MSA MPBS MCF	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	DSAL DPP MSA MPBS MCF	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	DSAL DPP MSA MPBS MCF	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	DSAL DPPM SA MPBS MCF	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	DSAL DPP MSA MPBS MCF	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	DSAL DPP MSA MPBS MCF	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	DSAL DPP MSA MPBS MCF	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	DSAL DPP MSA MPBS MCF	
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution  Power to specify the manner in which the payment is to be made	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DSAL DPP MSA MPBS MCF	Where Council is the development agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	Specific Planning Officers	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is that planning authority

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(2)(a)	Function of receiving the monetary component	DSAL DPP MPBS MCF	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	DSAL DPP MSA MPBS MCF	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency



s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the relevant development agency
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	DSAL DPP MSA MPBS MCF	Where Council is the development agency specified in the approved infrastructure contributions plan  This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	DSAL DPP MSA MPBS MCF	If any inner public purpose land is vested in Council under the <i>Subdivision Act 1988</i> or acquired by Council before the time it is required to be provided to Council under s 46GV(4)  Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	DSAL DPP MSA MPBS MCF	Where Council is the development agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	DSAL DPP MSA MPBS MCF	Where Council is a development agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZA(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	DSAL DPP  MSA MPBS MCF	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	DSAL DPP  MSA MPBS MCF	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	DSAL DPP MSA MPBS MCF	If the VPA is the collecting agency under an approved infrastructure contributions plan  Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	DSAL DPP MSA MPBS MCF	Where Council is the development agency under an approved infrastructure contributions plan

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	DSAL DPP MSA MPBS MCF	Where Council is the development agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the development agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	DSAL DPP MSA MPBS MCF	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	DSAL DPP MSA MPBS MCF	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Function of receiving proceeds of sale	DSAL DPP MSA MPBS MCF	Where Council is the collection agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the development agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	DSAL DPP MSA MPBS MCF	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	DSAL DPP MSA MPBS MCF	Where Council is a collecting agency or development agency

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	Not delegated	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	DSAL DPP MSA MPBS MCF	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	Specific Planning Officers	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	Specific Planning Officers	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	Specific Planning Officers	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	Specific Planning Officers	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	Specific Planning Officers	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	Specific Planning Officers	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	DSAL DPP MSA MPBS MCF	
s 46Q(1)	Duty to keep proper accounts of levies paid	Specific Planning Officers	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	Specific Planning Officers	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc.	DSAL DPP MPBS MCF	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	DPP MPBS MCF	Only applies when levy is paid to Council as a 'development agency'

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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	DPP MPBS MCF	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	Specific Planning Officers	Must be done in accordance with Part 3
s 46Q(4)(e)	Duty to expend that amount on other works etc.	DPP	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	Specific Planning Officers	
s 46QD	Duty to prepare report and give a report to the Minister	DSAL DPP MSA MPBS MCF	Where Council is a collecting agency or development agency
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period	not relevant	The Melbourne Airport environs strategy plan is not in the GE planning scheme
s 46V(4)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with s 197B of the Act and on payment of the prescribe fee, after the inspection period	not relevant	The Melbourne Airport environs strategy plan is not in the GE planning scheme

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s 46V(5)	Duty to keep a copy of the approved strategy plan incorporating all amendments to it	not relevant	The Melbourne Airport environs strategy plan is not in the GE planning scheme
s 46V(6)	Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public available requirements	not relevant	The Melbourne Airport environs strategy plan is not in the GE planning scheme
s 46Y	Duty to carry out works in conformity with the approved strategy plan		The Melbourne Airport environs strategy plan is not in the GE planning scheme

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 47	Power to decide that an application for a planning permit does not comply with that Act	Specific Planning Officers	
<a href="#">s 48A (1)</a>	<a href="#">Power to give notice to an applicant that the application is incomplete</a>	<a href="#">Specific Planning Officers</a>	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	CPBBS Specific Planning Officers	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	CPBBS Specific Planning Officers	
s 50(4)	Duty to amend application	Specific Planning Officers	
s 50(5)	Power to refuse to amend application	Specific Planning Officers	
s 50(6)	Duty to make note of amendment to application in register	CPBBS PCESO Specific Planning Officers	

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

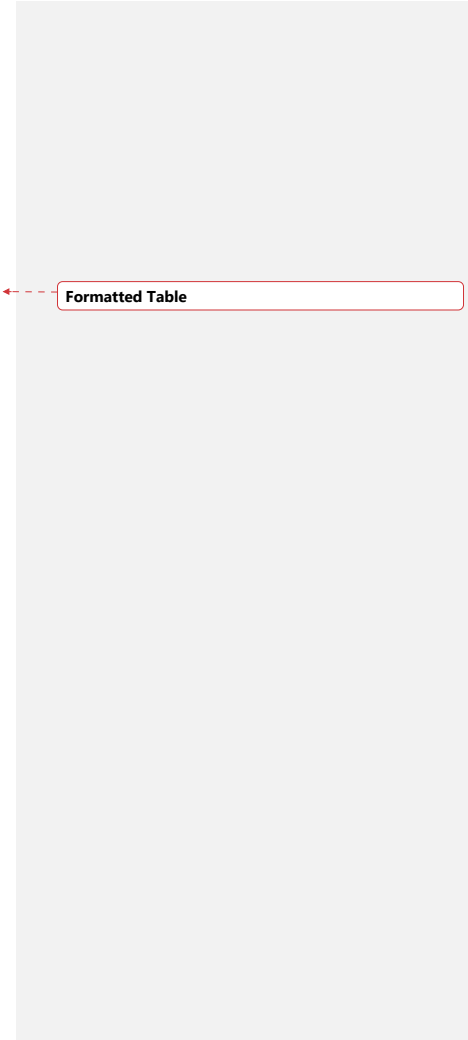
s 50A(1)	Power to make amendment to application	CPBBS Specific Planning Officers	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	Specific Planning Officers	
PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 50A(4)	Duty to note amendment to application in register	CPBBS Specific Planning Officers	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	CPBBS Specific Planning Officers	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	Specific Planning Officers	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	Specific Planning Officers	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	Specific Planning Officers	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	Specific Planning Officers	

s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	Specific Planning Officers	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	Specific Planning Officers	
<u>s 52 (1D)</u>	<u>Duty to have regard to guidelines issued by the Minister under section 52A</u>	<u>Specific Planning Officers</u>	
PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	Specific Planning Officers	
s 52(3)	Power to give any further notice of an application where appropriate	Specific Planning Officers	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	Specific Planning Officers	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	Specific Planning Officers	
s 54(1)	Power to require the applicant to provide more information	Specific Planning Officers	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	Specific Planning Officers	

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s 54(1B)	Duty to specify the lapse date for an application	Specific Planning Officers	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	Specific Planning Officers	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	Specific Planning Officers	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	Specific Planning Officers	
PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	DPP MPBS CUP	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	Specific Planning Officers	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	Specific Planning Officers	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	Specific Planning Officers	
s 57A(5)	Power to refuse to amend application	Specific Planning Officers	

s 57A(6)	Duty to note amendments to application in register	CPBBS Specific Planning Officers	
s 57B(1)	Duty to determine whether and to whom notice should be given	Specific Planning Officers	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	Specific Planning Officers	
<u>s 57B(2A)</u>	<u>Duty to have regard to any guidelines issued by the Minister under section 52A</u>	<u>Specific Planning Officers</u>	



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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 57C(1)	Duty to give copy of amended application to referral authority	CPBBS Specific Planning Officers	
s 58	Duty to consider every application for a permit	Specific Planning Officers	
s 58A	Power to request advice from the Planning Application Committee	DPP MPBS MCF	
s 60	Duty to consider certain matters	Specific Planning Officers	
s 60(1A)	Duty to consider certain matters	Specific Planning Officers	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	Specific Planning Officers	<p>The exercise of this power is limited to the following circumstances:</p> <ul style="list-style-type: none"><li>a) there have been no more than five objections lodged;</li><li>b) the application has not been referred to the Council or the Delegated Planning Forum for determination; and</li><li>c) the application has not been called-in by a Councillor for determination at a Council meeting.</li></ul> <p>a) The power cannot be exercised where an application is for use of land for gaming machines.</p> <p>The permit must not be inconsistent with a Cultural Heritage Management Plan under the <i>Aboriginal Heritage Act</i> 2006.</p> <p>The power to refuse a permit can only be exercised where the delegate considers that:</p> <ul style="list-style-type: none"><li>a) the application is contrary to law; or</li><li>b) the application is inconsistent with policy; or</li><li>c) a referral authority has directed refusal; or</li><li>d) the applicant has failed to carry out a direction pursuant to the <i>Planning and Environment Act</i> 1987 or Planning Scheme.</li></ul>

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
S 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	DPP MPBS MCF CUP	<p>The exercise of this power is limited to the following circumstances:</p> <ul style="list-style-type: none"><li>a) the delegation may only be exercised where there have been more than five objections but no more than 15 objections lodged;</li><li>b) the delegation may only be exercised at a Delegated Planning Forum (including a Delegated Planning Forum conducted virtually); and</li><li>c) the application has not been called-in by a Councillor for determination at a Council meeting.</li></ul> <p>a) The power cannot be exercised where an application is for use of land for gaming machines.</p> <p>The permit must not be inconsistent with a Cultural Heritage Management Plan under the <i>Aboriginal Heritage Act</i> 2006.</p> <p>The power to refuse a permit can only be exercised where the delegate considers that:</p> <ul style="list-style-type: none"><li>a) the application is contrary to law; or</li><li>b) the application is inconsistent with policy; or</li><li>c) a referral authority has directed refusal; or</li><li>d) the applicant has failed to carry out a direction pursuant to the <i>Planning and Environment Act</i> 1987 or Planning Scheme.</li></ul>

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	Specific Planning Officers	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	Specific Planning Officers	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	Specific Planning Officers	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	Specific Planning Officers	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	Specific Planning Officers	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	Specific Planning Officers	
s 62(2)	Power to include other conditions	Specific Planning Officers	
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	Specific Planning Officers	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	Specific Planning Officers	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	Specific Planning Officers	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	Specific Planning Officers	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	Specific Planning Officers	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	Specific Planning Officers	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	Specific Planning Officers	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64(3)	Duty not to issue a permit until after the specified period	Specific Planning Officers	This provision applies also to a decision to grant an amendment to a permit – see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	Specific Planning Officers	This provision applies also to a decision to grant an amendment to a permit – see s 75

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	Specific Planning Officers	This provision applies also to a decision to grant an amendment to a permit – see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	Specific Planning Officers	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	Specific Planning Officers	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	Specific Planning Officers	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	Specific Planning Officers	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	Specific Planning Officers	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 69(1)	Function of receiving application for extension of time of permit	Specific Planning Officers	
s 69(1A)	Function of receiving application for extension of time to complete development	Specific Planning Officers	
s 69(2)	Power to extend time	Specific Planning Officers	
s 70	Duty to make copy permit available in accordance with public availability requirements	CPBBS Specific Planning Officers	
s 71(1)	Power to correct certain mistakes	Specific Planning Officers	
s 71(2)	Duty to note corrections in register	CPBBS Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 73	Power to decide to grant amendment subject to conditions	Specific Planning Officers	<p>The exercise of this power is limited to the following circumstances:</p> <ul style="list-style-type: none"><li>a) there have been no more than five objectionslodged; and</li><li>b) the application/amending plan has not been referred to the Council or the Delegated PlanningForum for determination; and</li><li>c) the application has not been called-in by aCouncillor for determination at a Council meeting.</li></ul> <p>The power cannot be exercised where an application/amending plan is for use of landfor gaming machines.</p> <p>The amended permit must not be inconsistent with a Cultural Heritage Management Plan under the <i>Aboriginal Heritage Act 2006</i></p> <p>The power to refuse a permit can only be exercised where the delegate considers that:</p> <ul style="list-style-type: none"><li>a) the application is contrary to law; or</li><li>b) the application is inconsistent with policy; or</li><li>c) a referral authority has directed refusal; or</li><li>d) the applicant has failed to carry out a direction pursuant to the <i>Planning and Environment Act 1987</i> or Planning Scheme.</li></ul>

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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
S 73	Power to decide to grant amendment subject to conditions	DPP MPBS MCF CUP	<p>The exercise of this power is limited to the following circumstances:</p> <ul style="list-style-type: none"><li>a) the delegation may only be exercised where there have been more than five objections, but no more than 15 objections lodged;</li><li>b) the delegation may only be exercised at a Delegated Planning Forum (including a Delegated Planning Forum conducted virtually); and</li><li>c) the application has not been called-in by a Councillor for determination at a Council meeting.</li></ul> <p>The power cannot be exercised where an application is for use of land for gamingmachines.</p> <p>The permit must not be inconsistent with a Cultural Heritage Management Plan under the <i>Aboriginal Heritage Act 2006</i>.</p> <p>The power to refuse a permit can only be exercised where the delegate considers that:</p> <ul style="list-style-type: none"><li>a) the application is contrary to law; or</li><li>b) the application is inconsistent with policy; or</li><li>c) a referral authority has directed refusal; or</li><li>d) the applicant has failed to carry out a direction pursuant to the <i>Planning and Environment Act 1987</i> or Planning Scheme.</li></ul>

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 74	Duty to issue amended permit to applicant if no objectors	Specific Planning Officers	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	Specific Planning Officers	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	CPBBS Specific Planning Officers	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	Specific Planning Officers	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	Specific Planning Officers	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	Specific Planning Officers	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	Specific Planning Officers	
s 83	Function of being respondent to an appeal	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 83B	Duty to give or publish notice of application for review	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	DPP MPBS MCF CUP	<p>The exercise of this power is limited to the following circumstances:</p> <ul style="list-style-type: none"><li>a) there have been no more than five objections lodged; and</li><li>b) the application/amending plan has not been referred to the Council or the Delegated Planning Forum for determination; and</li><li>c) the application has not been called-in by a Councillor for determination at a Council meeting.</li></ul> <p>The power cannot be exercised where an application/amending plan is for use of land for gaming machines.</p> <p>The amended permit must not be inconsistent with a Cultural Heritage Management Plan under the <i>Aboriginal Heritage Act 2006</i>.</p> <p>The power to refuse a permit can only be exercised where the delegate considers that:</p> <ul style="list-style-type: none"><li>a) the application is contrary to law; or</li><li>b) the application is inconsistent with policy; or</li><li>c) a referral authority has directed refusal; or</li><li>d) the applicant has failed to carry out a direction pursuant to the <i>Planning and Environment Act 1987</i> or Planning Scheme.</li></ul>

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
S 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	DPP MPBS MCF CUP	<p>The exercise of this power is limited to the following circumstances:</p> <ul style="list-style-type: none"><li>a) the delegation may only be exercised where there have been more than 5 objections but no more than 15 objections lodged;</li><li>b) the delegation may only be exercised at a Delegated Planning Forum (including a Delegated Planning Forum conducted virtually); and</li><li>c) the application has not been called-in by a Councillor for determination at a Council meeting.</li></ul> <p>The power cannot be exercised where an application is for use of land for gamingmachines.</p> <p>The permit must not be inconsistent with a Cultural Heritage Management Plan under the <i>Aboriginal Heritage Act 2006</i>.</p> <p>The power to refuse a permit can only be exercised where the delegate considers that:</p> <ul style="list-style-type: none"><li>a) the application is contrary to law; or</li><li>b) the application is inconsistent with policy; or</li><li>c) a referral authority has directed refusal; or</li><li>d) the applicant has failed to carry out a direction pursuant to the <i>Planning and Environment Act 1987</i> or Planning Scheme.</li></ul>

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	Specific Planning Officers	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	Specific Planning Officers	
s 84(6)	Duty to issue permit on receipt of advice within 3 business days	Specific Planning Officers	
s 84AB	Power to agree to confining a review by the Tribunal	Specific Planning Officers	
s 86	Duty to issue a permit at order of Tribunal within 3 business days	Specific Planning Officers	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	DPP MPBS MCF CCSPP CUP	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 91(2)	Duty to comply with the directions of VCAT	Specific Planning Officers	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	Specific Planning Officers	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	Specific Planning Officers	
s 93(2)	Duty to give notice of VCAT order to stop development	Specific Planning Officers	
s 95(3)	Function of referring certain applications to the Minister	Specific Planning Officers	
s 95(4)	Duty to comply with an order or direction	Specific Planning Officers	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	Specific Planning Officers	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	DPP	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	Specific Planning Officers	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 96F	Duty to consider the panel's report under s 96E	Not delegated	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> )	Specific Planning Officers	
s 96H(3)	Power to give notice in compliance with Minister's direction	Specific Planning Officers	
s 96J	Duty to issue permit as directed by the Minister	Specific Planning Officers	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	Specific Planning Officers	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	Specific Planning Officers	
s 97C	Power to request Minister to decide the application	Not delegated	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	Specific Planning Officers	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	Specific Planning Officers	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with public availability requirements	Specific Planning Officers	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 97L	Duty to include Ministerial decisions in a register kept under s 49	PCESO Specific Planning Officers	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	Specific Planning Officers	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	DPP MPBS MCF	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	Specific Planning Officers	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	Specific Planning Officers	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	Specific Planning Officers	
s 97Q(4)	Duty to comply with directions of VCAT	Specific Planning Officers	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	Specific Planning Officers	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	Specific Planning Officers	
s 101	Function of receiving claim for expenses in conjunction with claim	Specific Planning Officers	
s 103	Power to reject a claim for compensation in certain circumstances	DPP MPBS	
s 107(1)	Function of receiving claim for compensation	Specific Planning Officers	
s 107(3)	Power to agree to extend time for making claim	DPP MPBS	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	DPP MPBS	

s 114(1)	Power to apply to the VCAT for an enforcement order	Specific Planning Officers PPEO SPEO	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	Specific Planning Officers PPEO SPEO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	Specific Planning Officers  PPEO SPEO	
s 123(1)	Power to carry out work required by enforcement order and recover costs	DPP MPBS	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	DPPS MPBS	Except Crown Land
S 125(1)	Power to apply to any court of competent jurisdiction or to the tribunal for an injunction restraining any person from contravening an enforcement order or an interim enforcement order.	DPP MPBS CUP PPEO	Section 123 of the <i>Victorian Civil and Administrative Tribunal Act 1998</i> applies on an application to the Tribunal.
s 129	Function of recovering penalties	Specific Planning Officers PPEO SPEO	

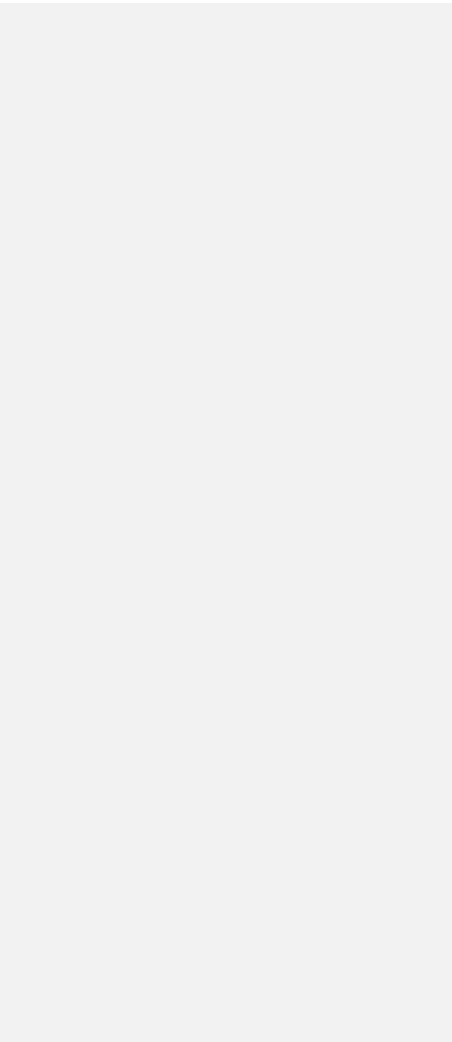
s 130(5)	Power to allow person served with an infringement notice further time	Specific Planning Officers PPEO SPEO	
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 149A(1)	Power to refer a matter to the VCAT for determination	Specific Planning Officers PPEO SPEO	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	Specific Planning Officers PPEO SPEO	
S 149B	Power to apply to the Tribunal for a declaration	DPP MPBS CUP	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	DPP MPBS MCF	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	Specific Planning	

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

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		Officers	
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 171(2)(g)	Power to grant and reserve easements	DPP DSAL MPBS MCF MSA CUP CPD PUPS	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	Not delegated	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	Not delegated	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	Not delegated	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	DSAL DPP MPBS MCF MSA	



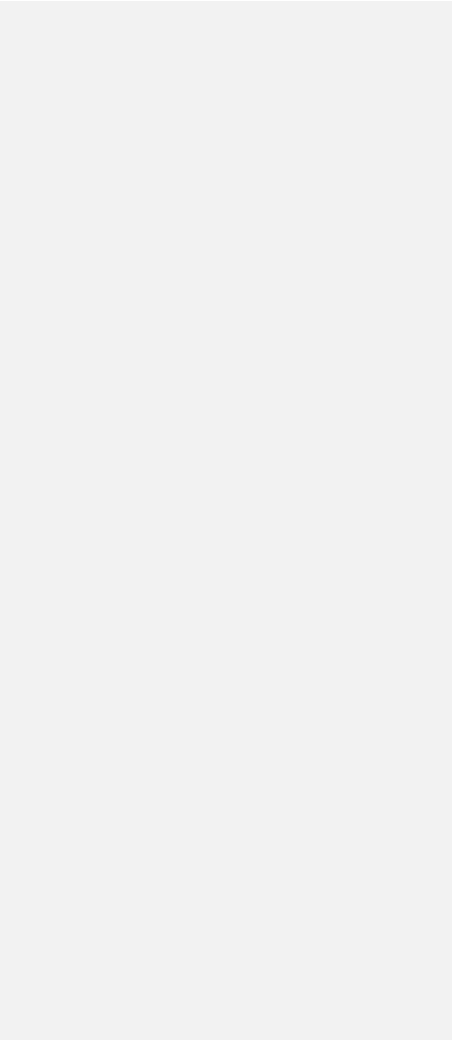
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	DPP MPBS MCF	Where Council is the relevant responsible authority; and Except for where the agreement forms part of a planning scheme amendment or proposed planning scheme amendment
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
---	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	Specific Planning Officers DSAL CPD MSA  MWD PPEO SPEO	
---	Power to give consent on behalf of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	Specific Planning Officers DSAL CPD MSA  MWD PPEO SPEO	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DSAL DPP MPBS MCF  MSA  MWD	

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178	Power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DSAL DPP MPBS MCF MSA MWD	
s 178A(1)	Function of receiving application to amend or end an agreement	Specific Planning Officers	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	Specific Planning Officers	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	Specific Planning Officers	

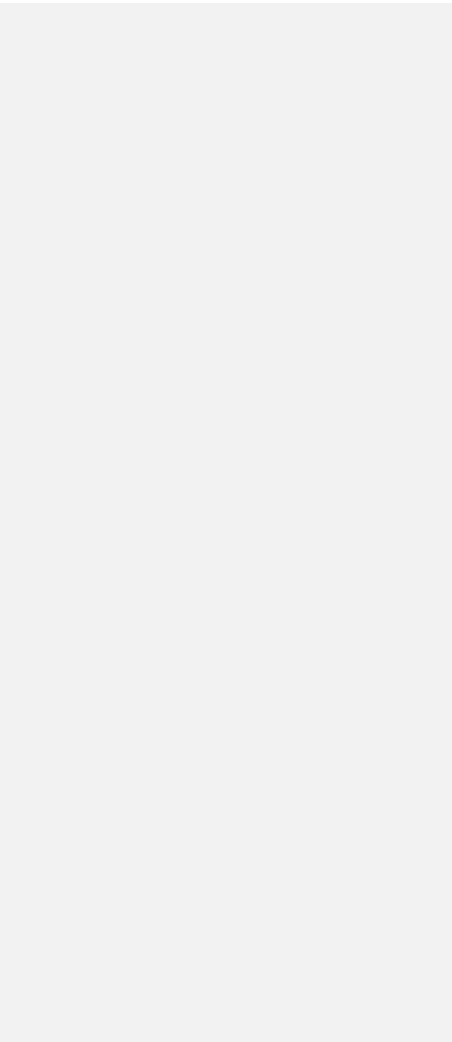
S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

s 178A(5)	Power to propose to amend or end an agreement	DSAL DPP MPBS MCF MSA MWD	
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	Specific Planning Officers	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	Specific Planning Officers	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	Specific Planning Officers	
s 178C(4)	Function of determining how to give notice under s 178C(2)	Specific Planning Officers	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	Specific Planning Officers	
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	DSAL DPP MPBS MCF MSA MWD CUP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	DSAL DPP MPBS MCF MSA	If no objections are made under s 178D Must consider matters in s 178B

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

		MWD CUP	
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178E(2)(c)	Power to refuse to amend or end the agreement	DSAL DPP MPBS MCF MSA MWD CUP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	DSAL DPP MPBS MCF MSA MWD CUP	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	DSAL DPP MPBS MCF MSA MWD	After considering objections, submissions and matters in s 178B

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		CUP	
s 178E(3)(c)	Power to amend or end the agreement in a manner that is substantively different from the proposal	DSAL DPP MPBS MCF MSA MWD CUP	After considering objections, submissions and matters in s 178B

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178E(3)(d)	Power to refuse to amend or end the agreement	DSAL DPP MPBS MCF MSA MWD CUP	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	Specific Planning Officers	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	Specific Planning Officers	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	Specific Planning Officers	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	DSAL DPP MPBS MCF MSA MWD	

s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	DSAL Specific Planning Officers MSA	
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	Specific Planning Officers  DSAL  MSA  MWD	
s 179(2)	Duty to make a copy of each agreement available in accordance with the public availability requirements	DSAL  MSA  MWD  Specific Planning Officers	
s 181	Duty to apply to the Registrar of Titles to record the agreement	DSAL  MSA  Specific Planning Officers	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	DSAL MSA Specific Planning Officers	

s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	DSAL MSA Specific Planning Officers	
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PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 182	Power to enforce an agreement	DSAL MSA  MWD Specific Planning Officers PPEO SPEO	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	DSAL MSA Specific Planning Officers	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	DSAL DPP MPBS MCF MSA MWD CUP	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	DSAL MSA  Specific Planning Officers	

| S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	DSAL MSA Specific Planning Officers	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	DSAL MSA Specific Planning Officers	

OFFICIAL

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 184G(2)	Duty to comply with a direction of the Tribunal	DSAL MSA MWD Specific Planning Officers	
s 184G(3)	Duty to give notice as directed by the Tribunal	DSAL MSA MWD Specific Planning Officers	
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	CPBBS Specific Planning Officers	
s 198(1)	Function to receive application for planning certificate	CPBBS Specific Planning Officers	
s 199(1)	Duty to give planning certificate to applicant	CPBBS Specific Planning Officers	
s 201(1)	Function of receiving application for declaration of underlying zoning	Specific Planning Officers	
s 201(3)	Duty to make declaration	Specific Planning Officers	

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	Specific Planning Officers	
-	<a href="#">Power to decide, in relation to any planning scheme or permit, that a specified thing may be altered or modified with Council's consent</a>	<a href="#">Specific Planning Officers</a>	
-	<a href="#">Power to decide, in relation to any planning scheme or permit, that a specified thing may be done subject to Council's prior consent or must not be done without Council's consent</a>	<a href="#">Specific Planning Officers</a>	
-	<a href="#">Power to decide, in relation to any planning scheme or permit, that a specified thing is required to be approved and or endorsed by Council</a>	<a href="#">Specific Planning Officers</a>	
-	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS

S6 Instrument of Delegation – Members of Staff (Planning and Environment Act 1987)

-	Power to approve <a href="#">and or endorse</a> any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	Specific Planning Officers	
-	Power to give written authorisation in accordance with a provision of a planning scheme	Specific Planning Officers	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
-	Power to request that the Minister prepare, adopt and approve amendments to a planning scheme in relation to Interim Heritage Overlays, including by exercising powers under section 20(4)	DPP MPBS MCF	<p>This power can only be exercised in relation to Interim Heritage Overlays, and where all of the following requirements are met:</p> <p>(a) a relevant citation for the site or precinct has been prepared;</p> <p>(b) the heritage project forms part of a heritage review previously approved by Council;</p> <p>(c) a request for demolition has been submitted to Council under section 29A of the <i>Building Act</i> 1993 or a planning application has been submitted which involves demolition or substantial alterations to building and/or works; the proposed demolition or planning application is for a proposed heritage place, including an individually significant building or a contributory building within a proposed or revised heritage precinct; and</p> <p>(d) the proposed demolition or planning application will have an adverse impact on the cultural heritage significance of the site/precinct and is considered to have the potential to undermine the approval of the proposed heritage overlay.</p>
-	Power to request that the Minister prepare, adopt and approve prescribed amendments to a planning scheme as set out in section 20A, including by exercising powers under section 20(4)	CEO	

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	CPBBS Specific Planning Officers	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	CPBBS Specific Planning Officers	

PLANNING AND ENVIRONMENT REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 6	Function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	CPBBS Specific Planning Officers	Where Council is not the planning authority and the amendment affects land within its municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under s 54 of the Act	Specific Planning Officers	
r 25(a)	Duty to make copy of matter considered under s 60(1A)(g) available in accordance with the public availability requirements	CPBBS Specific Planning Officers	Where Council is the responsible authority
r 25(b)	Function of receiving a copy of any document considered under s 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements	CPBBS Specific Planning Officers	Where Council is not the responsible authority but the relevant land is within Council's municipal district
r 42	Function of receiving notice under s 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	CPBBS Specific Planning Officers	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.

PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	CCSPP CUP DPP MPBS MCF	
r20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CCSPP CUP DPP MPBS MCF	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r19 or 20	CPBBS Specific Planning Officers	

GLEN EIRA PLANNING SCHEME			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
All provisions of the Glen Eira Planning Scheme unless otherwise identified	Exercise Council's powers, discretions and authorities, carry out Council's duties and perform Council's functions	Specific Planning Officers	Delegate must comply with any conditions or limitations imposed by Council where the action involves exercising a power, duty or function delegated under the Planning and Environment Act 1987 or regulations under that Act.
43.04-4	Power to approve a development plan	Not delegated	
43.04-4	Power to allow a development plan to be prepared and implemented in stages  Power to amend a development plan	DPP  MPBS  CUP	
52.06-1	Power to reduce or waive carparking  Power to decide on an adequate number of car spaces to be provided for uses which are not specified in the table at clause 52.06-5	Specific Planning Officers	The power to reduce or waive car parking in the table in Clause 52.06-5 is limited to a reduction of up to ten car spaces.  An application involving a reduction of more than ten car spaces may only be determined by DPP, MPBS, MCF or CUP.
52.28	Power to grant a permit for gaming machines	Not delegated	

***S6 Instrument of Delegation - Members of Staff  
(Various Legislation)***

**Glen Eira City Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**



## Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

Reference	Meaning
CCC	Coordinator Civic Compliance
CEO	Chief Executive Officer
CPH	Coordinator Public Health
CSBS	Coordinator Statutory Building Services
CTES	Coordinator Transport Engineering and Safety
DMBS	Deputy Municipal Building Surveyor
DPP	Director Planning and Place
DSAL	Director Sustainability, Assets and Leisure
EHO	Environmental Health Officer
MPBS	Manager Planning and Building Services
MCSC	Manager Community Safety and Compliance
MPS	Manager Parks Services
MSA	Manager Sustainability and Assets
MWD	Manager Works Depot
PRC	Manager Legal, Risk & Governance, General Counsel, Coordinator Legal and Governance, Senior Legal and Governance Officer or Legal and Governance Officer
MBS	Municipal Building Surveyor
SIPL	Strategic Infrastructure Planning Lead
TLPH	Team Leader Public Health

3. declares that:
  - 3.1 this instrument of Delegation is authorised by resolution of Council passed on ~~10-June 2025~~ 16 December 2025 and
  - 3.2 the delegation:
    - 3.2.1 comes into force immediately after the passing of the resolution of Council described in part 3.1;
    - 3.2.2 remains in force until varied or revoked;
    - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
    - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

- 3.3 the delegate must not determine the issue, take the action or do the act or thing:
- 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
  - 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
    - (a) policy; or
    - (b) strategyadopted by Council;
  - 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
  - 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

SCHEDULE

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DOMESTIC ANIMALS ACT 1994			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
s 41A(1)	Power to declare a dog to be a menacing dog	MCSC CCC	Council may delegate this power to a Council authorised officer

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FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	CPH TLPH MCSC	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	CPH TLPH MCSC	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	CEO	If s 19(1) applies
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, (ia) displayed at any point of sale, (ib) be published on the food business's Internet site and (ii) inform the public by notice in a published newspaper, on the Internet site or otherwise	CEO	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under s 19 if satisfied that an order has been complied with	CEO CPH TLPH MCSC	If s 19(1) applies

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19(6)(b)	Duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	CEO CPH TLPH MCSC	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	CEO CPH TLPH MCSC	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	CEO CPH TLPH MCSC	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution or CEO
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	CEO CPH TLPH MCSC	Where Council is the registration authority

s 19CB(4)(b)	Power to request copy of records	CPH TLPH MCSC	Where Council is the registration authority
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FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19E(1)(d)	Power to request a copy of the food safety program	CPH TLPH EHO MCSC	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	CPH TLPH EHO MCSC	Where Council is the registration authority
s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	CPH TLPH	Where Council is the registration authority  Subject to s 19FA(2), which requires a time limit for compliance to be specified
s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CPH TLPH	Where Council is the registration authority  Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CPH TLPH	Where Council is the registration authority
s 19FA(3)(c)	Power to suspend the registration of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	CPH TLPH	Where Council is the registration authority

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s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	CPH TLPH EHO MCSC	Where Council is the registration authority
s 19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant	CPH TLPH EHO MCSC	Where Council is the registration authority
s 19IA(2)	Duty to give written notice to the proprietor of the premises	CPH TLPH MCSC	Where Council is the registration authority  Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s19IA(3))
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	CPH TLPH EHO MCSC	Where Council is the registration authority
s 19N(2)	Function of receiving notice from the auditor	CPH TLPH EHO MCSC	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	CPH TLPH EHO	Where Council is the registration authority

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		MCSC	
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	CPH TLPH MCSC	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	CPH TLPH MCSC	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	CPH TLPH MCSC	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	CPH TLPH MCSC	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	CPH TLPH MCSC	Where Council is the registration authority
---	Power to register or renew the registration of a food premises	CPH TLPH MCSC	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	CPH TLPH MCSC	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	CPH TLPH MCSC	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	CPH TLPH	Where Council is the registration authority

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		EHO MCSC	
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FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	CPH	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	CPH TLPH EHO MCSC	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	CPH TLPH EHO MCSC	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	CPH TLPH EHO MCSC	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	CPH TLPH EHO MCSC	Where Council is the registration authority

s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	CPH TLPH EHO MCSC	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	CPH TLPH EHO MCSC	Where Council is the registration authority

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FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 38D(3)	Power to request copies of any audit reports	CPH TLPH EHO MCSC	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditionalbasis	CPH TLPH MCSC	Where Council is the registration authority; not exceeding the prescribed time limit definedunder s 38E(5)
s 38E(4)	Duty to register the food premises when conditionsare satisfied	CPH TLPH MCSC	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply withrequirements of this Act	CPH TLPH MCSC	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	CPH TLPH MCSC	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	CPH TLPH	Where Council is the registration authority

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		EHO MCSC	
s 38G(4)	Power to require the proprietor of the food premises to comply with any requirement of the Act	CPH TLPH MCSC	Where Council is the registration authority
s 39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	CPH TLPH EHO MCSC	Where Council is the registration authority
s 39A	Power to register or renew the registration of food premises despite minor defects	CPH TLPH MCSC	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A(6)	Duty to comply with a direction of the Secretary	CPH TLPH MCSC	Where Council is the registration authority
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	CPH TLPH MCSC	Where Council is the registration authority

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the <i>Public Health and Wellbeing Act 2008</i>	CPH TLPH MCSC	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	CPH TLPH MCSC	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	CEO	Where Council is the registration authority
s 40E	Duty to comply with direction of the Secretary	CEO CPH TLPH MCSC	
s 40F	Power to cancel registration of food premises	CPH TLPH MCSC	Where Council is the registration authority
s 43	Duty to maintain records of registration	CPH TLPH	Where Council is the registration authority

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		EHO MCSC	
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering or renewing registration of a component of a food business	CPH TLPH EHO MCSC	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	CPH TLPH MCSC	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 45AC	Power to bring proceedings	CPH TLPH EHO MCSC	

FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	CPH TLPH EHO MCSC	Where Council is the registration authority

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HERITAGE ACT 2017			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO DPP	Must first obtain Executive Director's written consent  Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

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LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 185L(4)	Power to declare and levy a cladding rectification charge	CEO <sup>1</sup>	

<sup>1</sup> The only member of staff who can be a delegate in Column 3 is the CEO.

RESIDENTIAL TENANCIES ACT 1997			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	MPBS CSBS DMBS MBS	

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RESIDENTIAL TENANCIES ACT 1997			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 522(1)	Power to give a compliance notice to a person	MPBS MCSC CSBS DMBS  MBS  CPH TLPH EHO	
s 525(2)	Power to authorise an officer to exercise powers in s526 (either generally or in a particular case)	CEO  DPP MPBS MCSC DMBS  MBS  CSBS CPH	
s 525(4)	Duty to issue identity card to authorised officers	MCSC CPH	



s 526(5)	Duty to keep record of entry by authorised officer under s 526	MCSC CPH	
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RESIDENTIAL TENANCIES ACT 1997			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 526A(3)	Function of receiving report of inspection	MCSC	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CEO DPP MCSC CPH TLPH	

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	Not delegated	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	Not delegated	
s 11(9)(b)	Duty to advise Registrar	DSAL	
s 11(10)	Duty to inform Secretary to Department of <del>Transport and Planning</del> or nominated person <del>Environment, Land, Water and Planning</del> of declaration etc.	DSAL	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of <del>Transport and Planning</del> of <del>Environment, Land, Water and Planning</del> or nominated person	DSAL	Where Council is the coordinating road authority
s 12(2)(b)	Function of providing consent to the Head, Transport for Victoria for the discontinuance of a road or part of a road	DSAL	The decision to provide consent must be consistent with Glen Eira City Councils Road and Reserves Discontinuance and Sales Policy.

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 12(10)	Duty to notify of decision made	DSAL	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	DSAL	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	DSAL	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	DSAL	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	DSAL	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	DSAL	
s 15(2)	Duty to include details of arrangement in public roads register	DSAL MSA SIPL	
s 16(7)	Power to enter into an arrangement under s 15	DSAL	
s 16(8)	Duty to enter details of determination in public roads register	DSAL	
s 17(2)	Duty to register public road in public roads register	DSAL MSA SIPL	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 17(3)	Power to decide that a road is reasonably required for general public use	DSAL DPP MSA SIPL	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	DSAL MSA SIPL	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	DSAL DPP	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	DSAL MSA SIPL	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	DSAL MSA SIPL	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s18(2)

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 18(3)	Duty to record designation in public roads register	DSAL MSA SIPL	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	DSAL MSA SIPL	
s 19(4)	Duty to specify details of discontinuance in public roads register	DSAL MSA SIPL	
s 19(5)	Duty to ensure public roads register is available for public inspection	DSAL MSA SIPL	
s 21	Function of replying to request for information or advice	DSAL	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	DSAL	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	DSAL MSA SIPL	
s 22(5)	Duty to give effect to a direction under s 22	DSAL MSA SIPL	
s 40(1)	Duty to inspect, maintain and repair a public road.	DSAL MSA MWD SIPL	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	DSAL MSA MWD SIPL	

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	DSAL MSA SIPL MWD	
s 42(1)	Power to declare a public road as a controlled access road	Not delegated	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	DSAL	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	DSAL	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	DSAL	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	DSAL	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	DSAL	

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 49	Power to develop and publish a road management plan	DSAL	
s 51	Power to determine standards by incorporating the standards in a road management plan	DSAL	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	DSAL	
s 54(2)	Duty to give notice of proposal to make a road management plan	DSAL	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	DSAL MSA SIPL	
s 54(6)	Power to amend road management plan	DSAL MSA SIPL	
s 54(7)	Duty to incorporate the amendments into the road management plan	DSAL MSA SIPL	

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	DSAL	
s 63(1)	Power to consent to conduct of works on road	DSAL DPP MPBS MCSC CCC CSBS DMBS MBS MSA MWD SIPL MPS	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	DSAL DPP MSA MPS MWD	Where Council is the infrastructure manager

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 64(1)	Duty to comply with cl 13 of sch 7	DSAL DPP MSA SIPL MWD	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	DSAL DPP MPBS MCSC MSA SIPL MWD CSBS DMBS  MBS CCC	Where Council is the coordinating road authority

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	DPP DSAL MSA MCSC SIPL MWD CCC	Where Council is the coordinating road authority
s 67(3)	Power to request information	DPP DSAL MSA MCSC SIPL MWD CCC	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 68(2)	Power to request information	DPP DSAL MSA MCSC SIPL MWD CCC	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO DSAL DPP	
s 72	Duty to issue an identity card to each authorised officer	DSAL DPP	
s 85	Function of receiving report from authorised officer	DSAL DPP MSA SIPL MWD	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 86	Duty to keep register re s 85 matters	DSAL DPP MSA SIPL MWD	
s 87(1)	Function of receiving complaints	DSAL DPP MSA SIPL MWD	
s 87(2)	Duty to investigate complaint and provide report	DSAL DPP MSA SIPL MWD	

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 96	Power to authorise a person for the purpose of instituting legal proceedings	CEO	
s 112(2)	Power to recover damages in court	DSAL DPP MCSC PRC CSBS DMBS  MBS CCC	

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s 116	Power to cause or carry out inspection	DSAL DPP MD MSA MPS MCSC CSBS DMBS MBS CCC	
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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 119(2)	Function of consulting with the Head, Transport for Victoria	DSAL DPP MSA SIPL CTES MWD	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transportfor Victoria)	DSAL MSA CTES SIPL MWD	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	DSAL CTES SIPL MWD	

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 121(1)	Power to enter into an agreement in respect of works	DSAL MSA CTES MWD SIPL	
s 122(1)	Power to charge and recover fees	DSAL DPP MWD MSA SIPL	
s 123(1)	Power to charge for any service	DSAL MSA SIPL MWD	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	DSAL DPP	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	Not delegated	

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	Not delegated	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	DSAL DPP	
sch 2 cl 5	Duty to publish notice of declaration	DSAL DPP	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	DSAL DPP MSA MWD MPBS	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	DSAL DPP MSA MWD	Where Council is the infrastructure manager or works manager

sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	DSAL DPP MSA MWD	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	DSAL DPP  MSA MWD	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	DSAL DPP  MSA SIPL CTES MWD	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	DSAL DPP  MSA SIPL MWD	Where Council is the coordinating road authority

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	DSAL DPP MSA MWD MPS	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	DSAL DPP MSA MWD MPS	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	DSAL DPP MSA SIPL MWD MPS	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	DSAL DPP MSA SIPL MWD	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	DSAL DPP MSA SIPL MWD	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	DSAL DPP MSA SIPL MWD	Where Council is the infrastructure manager

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 16(1)	Power to consent to proposed works	DSAL DPP MSA SIPL MWD	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	DSAL DPP MSA SIPL CTES MPS	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	DSAL DPP MSA MWD	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	DSAL DPP MSA	Where Council is the coordinating road authority

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ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 16(8)	Power to include consents and conditions	DSAL DPP MSA	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	DSAL DPP MSA	Where Council is the coordinating road authority
sch 7 cl 18(1)	Power to enter into an agreement	DSAL	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	DSAL DPP MSA MWD	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	DSAL DPP MWD	Where Council is the coordinating road authority

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DSAL DPP MSA SIPL MWD	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	DSAL DPP MSA MWD	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7A cl 3(1)(d)	Duty to pay installation and operation costs of streetlighting - where road is not an arterial road	DSAL MSA MWD	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting – where road is a service road on an arterialroad and adjacent areas	DSAL MSA MWD	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operationcosts of street lighting – for arterial roads in accordance with cls 3(2) and 4	DSAL MSA MWD	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 7	Power to enter into a written agreement with a caravan park owner	MPBS MCSC CSBS DMBS MBS CPH TLPH EHO	
r 10	Function of receiving application for registration	MPBS MCSC CSBS DMBS MBS CPH TLPH EHO	

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r 11	Function of receiving application for renewal of registration	MPBS MCSC CSBS DMBS  MBS  CPH TLPH EHO	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	MPBS MCSC DMBS  MBS  CSBS  CPH  TLPH	
r 12(1)	Power to refuse to grant the registration if not satisfied that the caravan park complies with these regulations	MPBS MCSC DMBS  MBS  CSBS  CPH  TLPH	

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r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	MPBS MCSC DMBS  MBS  CSBS CPH TLPH	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	MPBS MCSC DMBS  MBS  CSBS CPH TLPH	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	MPBS MCSC DMBS  MBS  CSBS CPH TLPH	

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r 12(4) & (5)	Duty to issue certificate of registration	MPBS MCSC CSBS DMBS MBS CPH TLPH	
r 14(1)	Function of receiving notice of transfer of ownership	MPBS MCSC CSBS DMBS MBS CPH TLPH EHO	
r 14(3)	Power to determine where notice of transfer is displayed	MPBS MCSC CSBS DMBS MBS CPH TLPH	

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r 15(1)	Duty to transfer registration to new caravan park owner	MPBS MCSC CSBS DMBS  MBS  CPH TLPH	
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RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 15(2)	Duty to issue a certificate of transfer of registration	MPBS MCSC CSBS DMBS  MBS  CPH TLPH	
r 15(3)	Power to determine where certificate of transfer of registration is displayed	MPBS MCSC CSBS DMBS  MBS  CPH TLPH	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	MPBS MCSC CSBS DMBS MBS CPH TLPH	

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r 17	Duty to keep register of caravan parks	MPBS MCSC CSBS DMBS  MBS  CPH TLPH	
r 21(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	MCSC	
r 21(2)	Duty to consult with relevant emergency services agencies	MPBS MCSC CSBS DMBS  MBS  CPH TLPH EHO	
r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	MPBS MCSC CSBS DMBS  MBS  CPH	

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		TLPH EHO	
r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	MPBS MCSC CSBS DMBS MBS CPH TLPH EHO	
r 24(2)	Power to consult with relevant floodplain management authority	MPBS MCSC CSBS DMBS MBS	
r 26(b)(i)	Power to approve system for the discharge of sewage and wastewater from a movable dwelling		
r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	MPBS MCSC CSBS DMBS MBS CPH	

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2024			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	MPBS MCSC CSBS DMBS  MBS CPH TLPH EHO	
r 39(3)	Function of receiving installation certificate	MPBS MCSC CSBS DMBS  MBS CPH TLPH EHO	
r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	MPBS MCSC CSBS DMBS  MBS	

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		CPH TLPH EHO	
r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	MPBS MCSC CSBS DMBS MBS CPH TLPH EHO	

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ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 8(1)	Duty to conduct reviews of road management plan	DSAL MSA SIPL MPS MWD	
r 9(2)	Duty to produce written report of review of road management plan and make report available	DSAL MSA SIPL	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	DSAL	Where Council is the coordinating road authority
r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	DSAL MSA SIPL	
r 13(1)	Duty to publish notice of amendments to road management plan	DSAL MSA SIPL	Where Council is the coordinating road authority

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	DSAL MSA SIPL	
r 16(3)	Power to issue permit	DSAL DPP  MSA MPBS MCSC CSBS DMBS  MBS CCC MPS MWD	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	DSAL	Where Council is the coordinating road authority

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r 23(2)	Power to make submission to Tribunal	DPP MPBS MCSC CSBS DMBS MBS	Where Council is the coordinating road authority
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ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	DSAL DPP MPBS  MSA  MWD  MCSC  CSBS DMBS  MBS CCC MPS	Where Council is the coordinating road authority

r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	DSAL DPP MPBS MCSC MSA MWD MPS CSBS DMBS MBS CCC	Where Council is the responsible road authority
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ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 25(2)	Power to sell or dispose of things removed fromroad or part of road (after first complying with regulation 25(3)	DSAL DPP	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	DSAL	

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ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 15	Power to exempt a person from requirement under cl13(1) of sch 7 of the Act to give notice as to the completion of those works	DSAL	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	DSAL	Where Council is the coordinating road authority

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**10.14 APPOINTMENT OF ACTING CHIEF EXECUTIVE OFFICER**

**Author:** Prue Harvey, Executive Officer

**Trim No:** 25/1500994

**Attachments:** Nil

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**EXECUTIVE SUMMARY**

The purpose of this report is to appoint an Acting Chief Executive Officer for the period from 8am on Friday 2<sup>nd</sup> January 2026 until 8am on Tuesday 13<sup>th</sup> January 2026 inclusive, during the absence of the Chief Executive Officer. The temporary appointment is in accordance with section 44(4) of the *Local Government Act 2020 (Vic)*.

**RECOMMENDATION**

That Council makes the following appointment to the role of Acting Chief Executive Officer during the absence of the Chief Executive Officer on leave:

- Rosa Zouzoulas, Director Planning and Place for the period from 8am on Friday 2<sup>nd</sup> January 2026 until 8am on Tuesday 13<sup>th</sup> January 2026 inclusive.

**BACKGROUND**

The Chief Executive Officer, Lucy Roffey will be taking pre-planned leave from 8am on Friday 2<sup>nd</sup> January 2026 until 8am on Tuesday 13<sup>th</sup> January 2026 inclusive. To ensure the continued smooth and efficient operation of Council's business, it will be necessary for Council to appoint an Acting Chief Executive Officer for this period.

**ISSUES AND DISCUSSION**

In accordance with section 44(4) of the *Local Government Act 2020 (Vic)*, (*the Act*), the Council may appoint an Acting Chief Executive Officer during the absence of the Chief Executive Officer for a period of not greater than up to 12 months, without the requirement to consider applications invited through a public process.

**CLIMATE EMERGENCY RESPONSE STRATEGY IMPLICATIONS**

There are no climate emergency implications associated with this report.

**FINANCIAL, RESOURCE, RISK AND ASSET MANAGEMENT IMPLICATIONS**

Rosa Zouzoulas will receive a higher duties allowance for the term of her Acting appointment.

**POLICY AND LEGISLATIVE IMPLICATIONS**

This report is consistent with section 44(4) of the *Local Government Act 2020 (Vic)* to appoint a person to act as its Chief Executive Officer for a period of not more than 12 months.

**COMMUNICATION AND ENGAGEMENT**

There was no communication and engagement associated with this report.

**LINK TO COUNCIL PLAN**

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

**OFFICER DECLARATION OF CONFLICT OF INTEREST**

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

**CONCLUSION**

The appointment of Rosa Zouzoulas, Director Planning and Place to the role of Acting Chief Executive Officer as indicated above will ensure the continued good governance of the organisation during the CEO's leave period.

**11. URGENT BUSINESS**

**12. ORDINARY BUSINESS**

**12.1 Requests for reports from a member of Council staff**

**12.2 Right of reply**

**12.3 Notice of Motion / Notice of Rescission**

**12.4 Councillor questions**

**13. CONFIDENTIAL ITEMS****RECOMMENDATION**

That pursuant to Section 66(1) and 66(2)(a) of the Local Government Act 2020, the Council resolves that so much of this meeting be closed to members of the public, as is required for Council to consider the following matters that are confidential in accordance with Section 3(1) of the Act:

**13.1 CEO Employment Matters Advisory Committee Update**

This agenda item is confidential information for the purposes of section 3(1) of the Local Government Act 2020:

- because it is personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs (section 3(1)(f)); and
- relates to a personnel matter



**14. CLOSURE OF MEETING**