



# COUNCIL PLAN



Incorporating the Municipal  
Public Health and Wellbeing Plan

2021  
**25**

# ACKNOWLEDGEMENTS



Council acknowledges the Bunurong Peoples of the Kulin Nation as the traditional owners of these municipal lands, rivers and coastal areas. We recognise the First Peoples' relationship to this land and offer our respect to their Elders past and present.

Council acknowledges the legal responsibility to comply with *The Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*. *The Charter of Human Rights* is designed to protect the fundamental rights and freedoms of citizens under four key values: freedom, respect, equality and dignity.

Council would also like to acknowledge all community members, community groups and other stakeholders who were involved in the consultation to help shape the Council Plan 2021-25.

**For further information** on the Council Plan 2021-25, or to receive a copy of this document in an alternate format, contact Council on **1300 179 944**.





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# THE COUNCIL PLAN 2021–25



The Council Plan is developed every four years in accordance with legislative requirements and is based on a planning framework that aligns the Hobsons Bay 2030 Community Vision to Council's planning, development, resource allocation and service provision to the Hobsons Bay community.

This year, Council has integrated its Municipal Public Health and Wellbeing Plan into the Council Plan. Councils have a role in creating an environment which supports the health and wellbeing of the local community.

After months of community engagement to hear what matters most to the community, the Councillors of Hobsons Bay present the Council Plan 2021-25 to outline the strategic agenda of Council for the next four years.

# MESSAGE FROM THE MAYOR AND COUNCILLORS



The Council Plan 2021-25 sets Council's strategic direction for the next four years and is the roadmap to achieving the Hobsons Bay 2030 Community Vision.



Hobsons Bay has a rich and diverse community with residents from over 130 countries of origin, speaking over 100 languages and observing over 80 faiths. Through extensive community consultation, sending return-paid postcards to every household and business, 11 community facilitated workshops and a Hitting the Streets campaign, we were able to engage 1,477 people to help shape the Council Plan.

Our Hitting the Streets team visited 14 different locations across the city and spoke with nearly 500 people. With many people cautious of in-person events due to the COVID-19 pandemic, we worked hard to be present in the community and ensure feedback options were accessible.

We also invited schools to take part. I enjoyed meeting students at Altona Meadows Primary School and hearing their carefully considered ideas for the future of our city and what Council should be focusing on over the next four years.

In total, the people of Hobsons Bay gave us 4,887 ideas about what Council should be focussing on over the next four years. We have used these ideas to collate the top priorities and develop five clear objectives.

**Community** – Council provides over 100 vital community services for residents. We will ensure Hobsons Bay is a city where all members of the community can participate equitably, feel safe, connected and maintain good health and social wellbeing.

**Environment** – Council is committed to environmental sustainability through major initiatives such as the Urban Forest Strategy and the Solar Program, reconstructing the Altona seawall to prevent erosion, community education and events, improving our parks, open spaces, and conservation areas.

## **Place, Recreation and Economy** –

Following 18 months of uncertainty, it's essential that over the next four years Council supports a resilient local economy that facilitates job growth and retention, promoting Hobsons Bay as a place to live, work, invest and visit.

**Community Infrastructure** – Council has \$1.1 billion of infrastructure assets. It's crucial we develop and maintain infrastructure to promote liveability, planning for the future needs and growth of our community, while preserving heritage, environment and neighbourhood character.

**Organisation** – Council is committed to deliver value for money through efficient processes, digital transformation and continuous improvement.

For the first time, Council has integrated its Municipal Public Health and Wellbeing Plan into the Council Plan which outlines Council's commitment to create a community where people can be as healthy and well as possible.

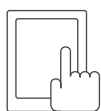
A big thank you to community members who have helped shape the Council Plan 2021-25. Community engagement doesn't stop here. Through Council's Community Engagement Policy 2021, Council commits to meaningful and effective participation to ensure that the community voice will guide how we deliver this Council Plan and respond to changing circumstances.

Thank you for being part of this journey. We all have a role to play in shaping the future of Hobsons Bay.

**Cr Jonathon Marsden**  
**Mayor of Hobsons Bay 2020-21**

# COMMUNITY ENGAGEMENT

In 2021, Council launched a community engagement campaign to hear the community's ideas about what Council should include in the next four-year Council Plan. The campaign ran for over 14 weeks involving a wide range of media and engagement activities to encourage as many members of the community as possible to participate. During this time 1,477 people from the community were engaged and Council received 4,887 ideas about what Council should focus on over the next four years.



## HITTING THE STREETS

Over four weeks during March and April 2021, 40 Council officers from the Corporate Services directorate took part in the "Hitting the Streets" campaign. This involved the officers travelling to 14 different public locations across the municipality to ask members of the community who live, work or play in Hobsons Bay to participate in a quick three-minute survey. 59 sessions were held, 479 people were surveyed and 1,190 ideas were collected.



## FACILITATED WORKSHOPS

Council held 11 facilitated community workshops; five ward workshops and six themed on the topics of environment and sustainability, youth, Aboriginal and Torres Strait Islander Peoples, seniors, connectivity and amenity, and sports and recreation. Council offered both online Zoom and face-to-face workshops. The five-day Victorian Government lockdown

in February 2021 and ongoing social gathering limitations meant much of the community were reluctant to attend live events. Three workshops were postponed and ultimately cancelled due to low registrations; these were diversity in the community, business and disability and access. In total, 51 community members participated, suggesting 159 ideas that represent the priorities Council should address over the next four years.



## POSTCARDS

In February 2021, Council distributed return-paid postcards to 40,000 households and businesses to provide the opportunity to hear what the community had to say. This was the most popular engagement method for participation: 816 postcards were returned suggesting 3,248 ideas to help shape the Council Plan 2021-25.



## SCHOOL PROGRAM

During March 2021, Council developed a Schools Engagement Toolkit for the Council Plan and distributed it to every primary and secondary school in the municipality. The kit contained pre-written newsletter content and graphic art images together with an offer to have a Council officer visit the school and work with a class to discuss the future of Hobsons Bay. Mayor Cr Jonathon Marsden visited Altona Meadows Primary School to meet their new student sub-committees and hear their thoughts about what Council should be focusing on over the next four years. The uptake of this initiative was limited as schools were focused on student welfare and resettling students after extended periods of remote learning during 2020.



## OTHER ACTIVITIES

Throughout the engagement period, digital promotion of the engagement opportunities included 42 posts on Facebook (with an average reach of 1,575 per post). LinkedIn, Twitter, signature banner on Council staff emails, on-hold messages and displays on variable message sign boards (VMS) across the municipality. An online survey was available on the Participate Hobsons Bay website, supported by media promotion in Council newsletters and the local newspaper.



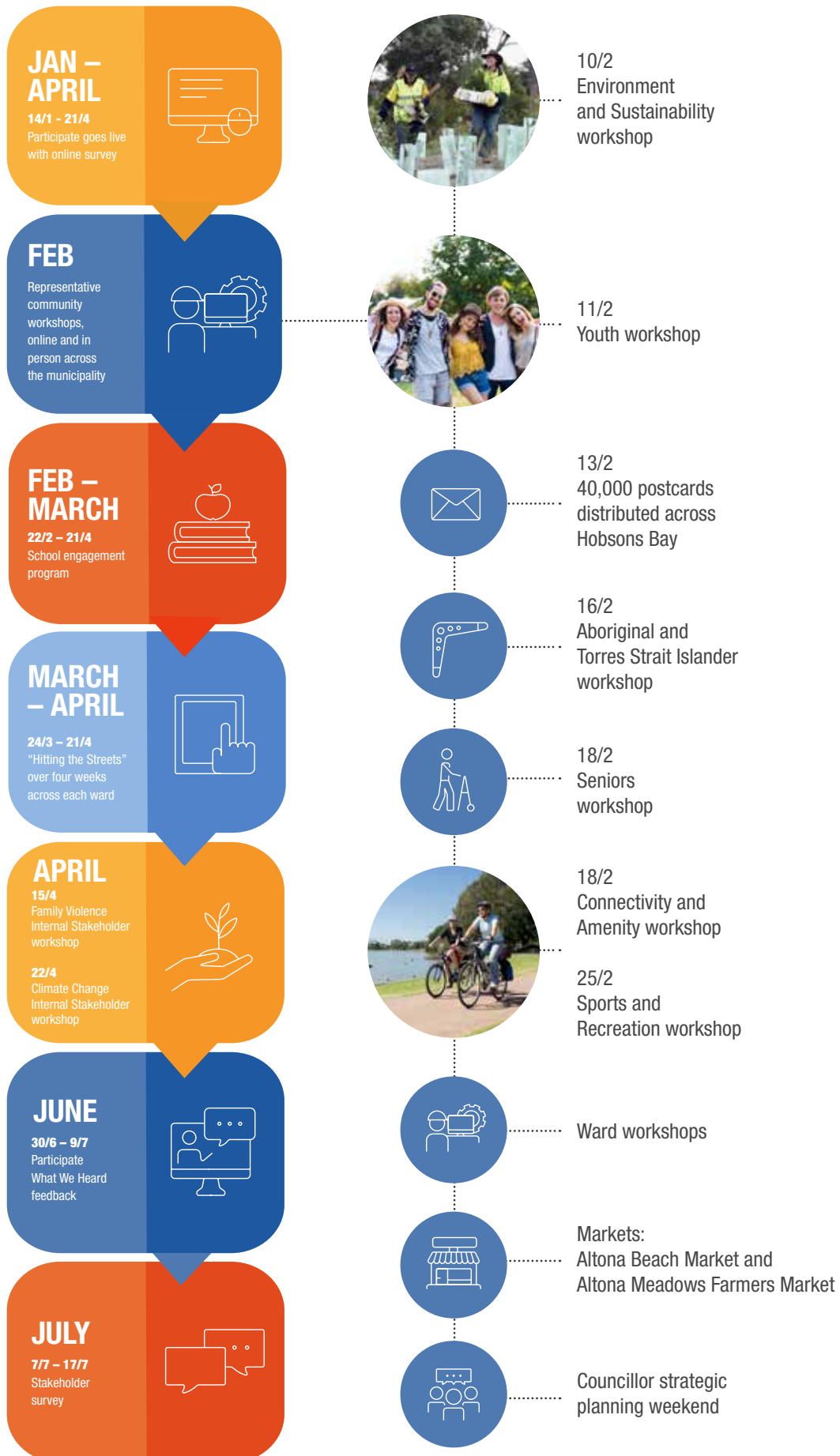
## STAKEHOLDER SURVEY

In July 2021, a survey was conducted with health and wellbeing stakeholders to provide further input regarding the health and wellbeing priorities, to identify stakeholder roles and future opportunities to improve health and wellbeing outcomes together.



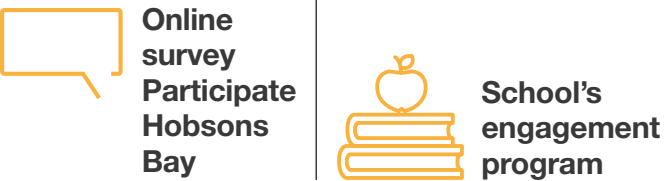
*Hitting the Streets engagement team*

# KEY ENGAGEMENT EVENTS 2021



# WHAT WE HEARD

## COMMUNITY ENGAGEMENT



## IDEAS GENERATED



Workshops	159
Postcards	3,248
Participate	236
Emails	54
Hitting the Streets	1,190

The top themes that emerged from the community’s feedback are listed below together with the strategic objectives they are linked to

Advocate to responsible agencies on community issues	OBJECTIVE 5
Improve parks and gardens	OBJECTIVE 2
Create better public spaces	OBJECTIVE 3
Maintain and improve city amenities	OBJECTIVE 4
Improve pedestrian accessibility and safety	OBJECTIVE 4
Improve waste collection services	OBJECTIVE 2
Improve Council’s communication and consultation	OBJECTIVE 5
Improve value for money/rates	OBJECTIVE 5
Develop more sport and recreation facilities	OBJECTIVE 3
Improve traffic management	OBJECTIVE 4
Manage over-development (town planning)	OBJECTIVE 3
Solve parking availability issues	OBJECTIVE 4
Maintain roads	OBJECTIVE 4
Develop more environment and sustainability initiatives	OBJECTIVE 2
Support economy and business	OBJECTIVE 3
Enforce local laws	OBJECTIVE 1
Increase focus on equity and inclusivity	OBJECTIVE 1
Maintain and develop beach and foreshore	OBJECTIVE 2
Improve cycling accessibility and safety	OBJECTIVE 4
Provide more alternative energy solutions	OBJECTIVE 2

# STRATEGIC OBJECTIVES

In response to the community's feedback and Hobsons Bay 2030 Community Vision, five objectives have been developed to guide Council's strategic direction for the next four years.



## **1. COMMUNITY HEALTHY, EQUITABLE AND THRIVING COMMUNITIES.**

Be a city where all members of the community can participate equitably, feel safe, connected and achieve good health and social wellbeing.

## **2. ENVIRONMENT VALUING OUR ENVIRONMENT.**

Foster a sustainable way of living in response to climate change through active involvement in alternative energy use, reduction of waste, enhancement and conservation of our natural environment.

## **3. PLACE, RECREATION AND ECONOMY VIBRANT PLACE AND ECONOMY.**

Support a resilient local economy that facilitates job growth and retention, promoting Hobsons Bay as a place to live, work, invest, recreate and visit.

## **4. COMMUNITY INFRASTRUCTURE VISIONARY COMMUNITY INFRASTRUCTURE.**

Develop and maintain infrastructure to promote liveability, planning for the future need and growth of the community, while preserving heritage, environment and neighbourhood character.

## **5. ORGANISATION A HIGH PERFORMING ORGANISATION.**

Delivering value for money through efficient processes, digital transformation and continuous improvement with a willingness to try new approaches as to how we do, what we do. We will be transparent and responsive to the needs of the community through meaningful connection, communication and engagement.

# OUR COMMUNITY



The Yalukit Willam clan of the Bunurong People lived in the area now known as Hobsons Bay, and had strong connections to land and sea country. A number of sites of significance to the Aboriginal community are located throughout the municipality, particularly along the coastal trail.

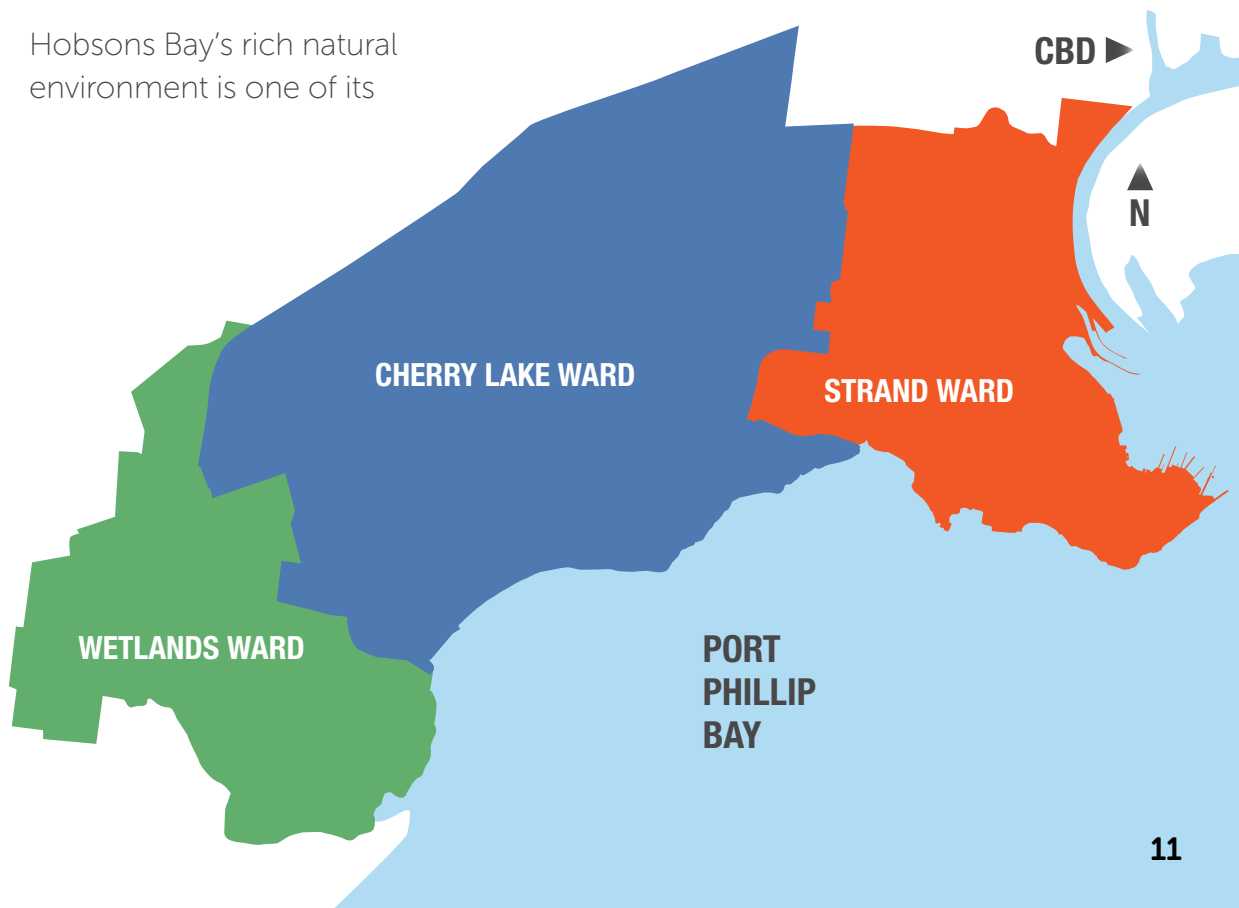
Hobsons Bay covers an area of 64 square kilometres including the suburbs of Altona, Altona Meadows, Altona North, Brooklyn, Laverton, Newport, Seabrook, Seaholme, South Kingsville, Spotswood, Williamstown and Williamstown North. Each of these suburbs has its own unique character, from the historic seaport of Williamstown (one of the oldest settlements in Victoria), to the more recently developed residential areas of Altona Meadows and Seabrook.

Hobsons Bay's rich natural environment is one of its

greatest assets. Open space contributes significantly to the quality of life of Hobsons Bay residents, covering 24 per cent of the municipality's land area. Hobsons Bay has over 20 kilometres of coastline and is home to significant coastal wetlands, five creek systems, remnant native grasslands, and important flora and fauna habitats.

Hobsons Bay also has a range of major industrial complexes, that contribute significantly to the economy of Victoria.

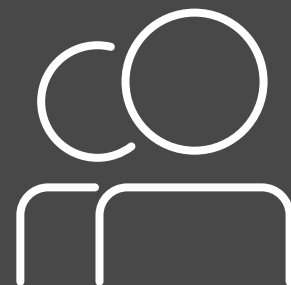
The city is located seven kilometres from the CBD and has good access to regional transport facilities such as the West Gate Freeway, the Western Ring Road, CityLink, the National Rail Line and the ports and airports of Melbourne and Avalon.



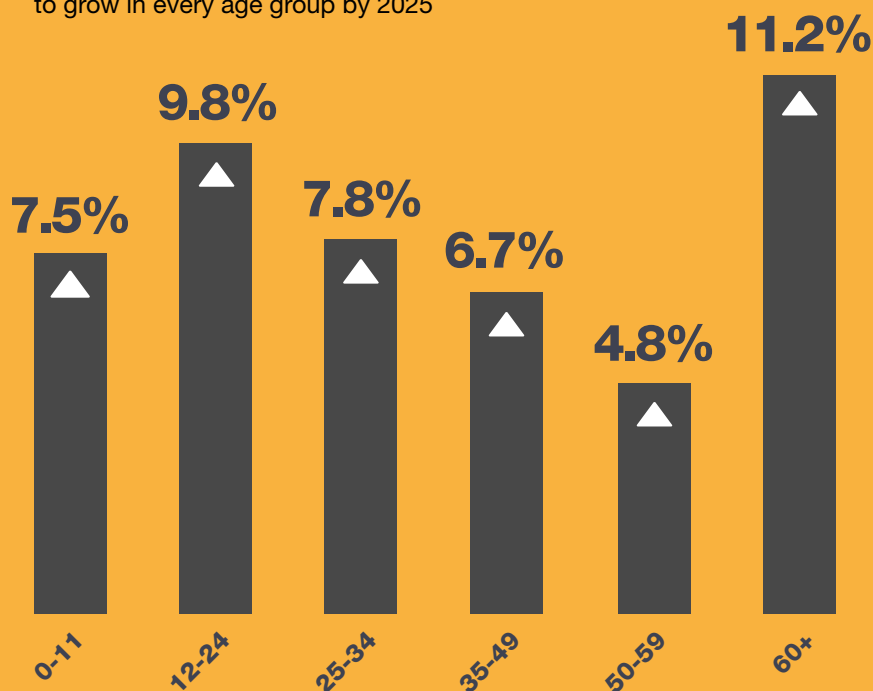
# Hobsons Bay's population

## 98,189 107,031

IN 2020 BY 2025



Compared to 2020 the population is predicted to grow in every age group by 2025



Forecast figures have not been adjusted for COVID-19 pandemic impacts on migration.

Across Hobsons Bay, neighbourhoods are ageing at different rates. Between 2020 and 2025

### 55+ years



Williamstown, Altona Meadows

Williamstown and Altona Meadows are expected to have the largest growth in the number of residents aged 55+ years

### 0-11 years



Altona North, Altona, Seaholme

The largest increase in the number of children is expected in Altona North, Altona and Seaholme



Seabrook, Newport, Altona Meadows

The number of children is expected to decline in Seabrook, Newport and Altona Meadows

**51%** Female **49%** Male **7%** LGBTIQ+

LGBTIQ+ estimate based on a Victorian Population Health Survey 2017.

## We are a diverse community

The most culturally diverse suburbs within Hobsons Bay are Laverton, Brooklyn and Altona North

**30%** born overseas **130+** countries **100+** languages **80+** faiths

**490** people identifying as Aboriginal or Torres Strait Islander living in Hobsons Bay



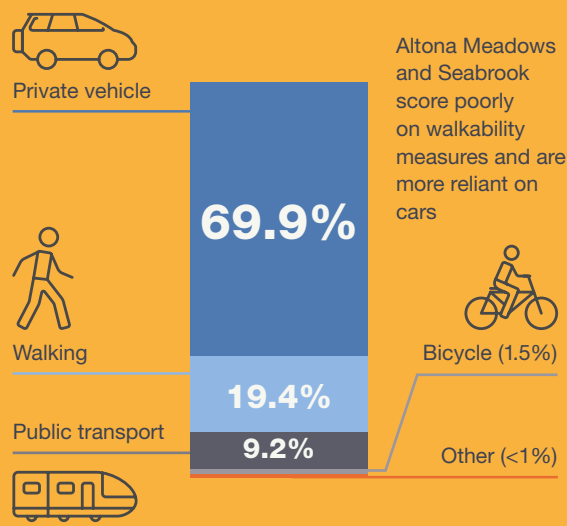
It is estimated that 16,995 of Hobsons Bay residents have a disability



4,950 residents need help with their day-to-day lives due to disability

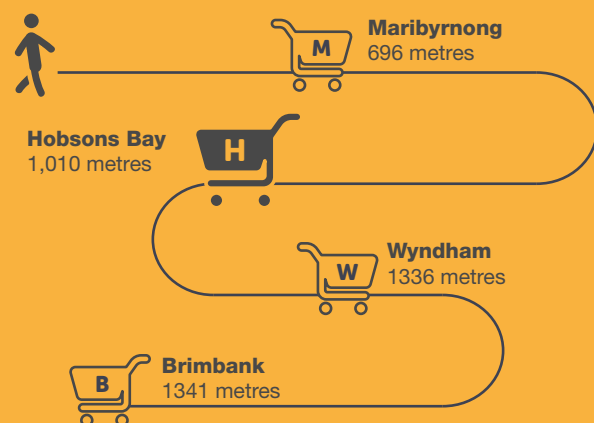
Disability estimate data is derived from 2018 Survey of Disability, Ageing and Carers, Australia

# Ways we travel



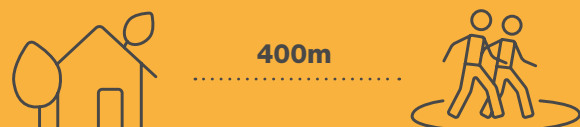
## Supermarket

Average distance to supermarkets by Local Government Area



## Open Space

**58.8%** of dwellings are within 400m of open space



# Participation



**17%**

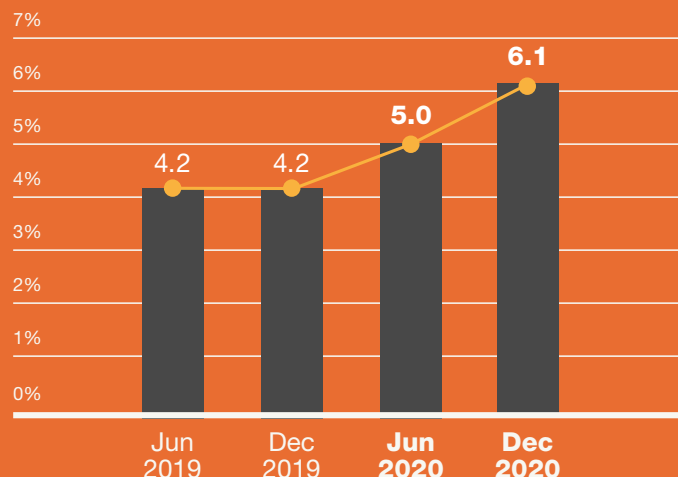
spent time doing voluntary work through an organisation or group



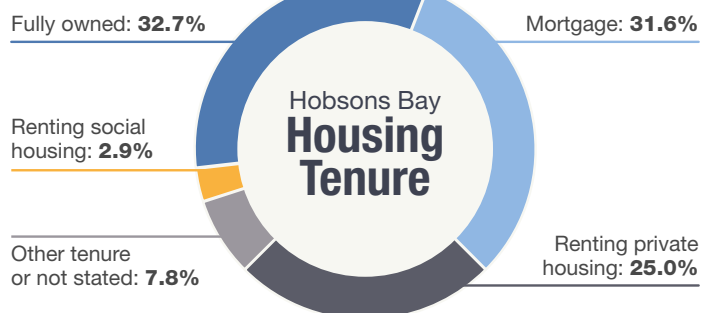
**86%**

of young people aged 15 to 24 engaged in employment or education

## Unemployment rate (%) increased during the COVID-19 pandemic



# Housing



## Hobsons Bay Housing Stress

8.4% of households experienced mortgage stress  
23.9% experienced rental stress

# Greenhouse emissions

1,083,400 tonnes of greenhouse gas emissions in 2018



# Business Community

43,050 local jobs  
8,150 local businesses



# Trees

7.5% canopy cover overall in Hobsons Bay



To get sources of data and more health and wellbeing statistics, visit <https://www.hobsonsbay.vic.gov.au/Council/Strategy-Planning/Social-policy-planning/Research-and-Data>

# OUR COUNCILLORS



**MAYOR**  
**CR JONATHON MARSDEN**



**CR DIANA GRIMA**



**CR MATT TYLER**



**CR TONY BRIFFA JP**



**DEPUTY MAYOR**  
**CR DARIA KELLANDER**



**CR PETER HEMPHILL**



**CR PAMELA**  
**SUTTON-LEGAUD**

## WETLANDS WARD

### **CR DIANA GRIMA**

Wetlands Ward Councillor

**MOBILE NUMBER:** 0499 600 476

**TELEPHONE:** 9932 1044

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**PROFILE:** Wetlands Ward -  
Altona Meadows, Laverton, Seabrook

### **CR MATT TYLER**

Wetlands Ward Councillor

**MOBILE NUMBER:** 0407 748 235

**TELEPHONE:** 9932 1044

**EMAIL:** mtyler@hobsonsabay.vic.gov.au

**PROFILE:** Wetlands Ward -  
Altona Meadows, Laverton, Seabrook

## CHERRY LAKE WARD

### **CR TONY BRIFFA JP**

Cherry Lake Ward Councillor

**MOBILE NUMBER:** 0418 398 906

**TELEPHONE:** 9932 1044

**EMAIL:** tbriffa@hobsonsabay.vic.gov.au

**PROFILE:** Cherry Lake Ward -  
Altona, Altona Meadows, Altona North,  
Brooklyn, Seaholme

### **DEPUTY MAYOR CR DARIA KELLANDER**

Cherry Lake Ward Councillor

**MOBILE NUMBER:** 0499 600 438

**TELEPHONE:** 9932 1044

**EMAIL:** dkellander@hobsonsabay.vic.gov.au

**PROFILE:** Cherry Lake Ward -  
Altona, Altona Meadows, Altona North,  
Brooklyn, Seaholme

## STRAND WARD

### **CR PETER HEMPHILL**

Strand Ward Councillor

**MOBILE NUMBER:** 0419 762 266

**TELEPHONE:** 9932 1044

**EMAIL:** phemphill@hobsonsabay.vic.gov.au

**PROFILE:** Strand Ward - Altona North,  
Newport, South Kingsville, Spotswood,  
Williamstown North, Williamstown

### **MAYOR CR JONATHON MARSDEN**

Strand Ward Councillor

**MOBILE NUMBER:** 0419 868 009

**TELEPHONE:** 9932 1044

**EMAIL:** jmarsden@hobsonsabay.vic.gov.au

**PROFILE:** Strand Ward - Altona North,  
Newport, South Kingsville, Spotswood,  
Williamstown North, Williamstown

### **CR PAMELA SUTTON-LEGAUD**

Strand Ward Councillor

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**EMAIL:** pslegaud@hobsonsabay.vic.gov.au

**PROFILE:** Strand Ward - Altona North,  
Newport, South Kingsville, Spotswood,  
Williamstown North, Williamstown

# OUR MISSION AND VALUES

All Councillors and staff of Hobsons Bay City Council work towards meeting the mission and values of the organisation.



## MISSION

We will listen, engage and work with our community to plan, deliver and advocate for Hobsons Bay to secure a happy, healthy, fair and sustainable future for all.

## VALUES

Excellence at Hobsons Bay means that Councillors and staff are:

### Respectful

Treating everyone fairly and respecting different views

### Community driven and focused

Delivering results that demonstrate that we understand community needs and put people first

### Trusted and reliable

Working hard to be responsive and meet expectations; delivering on what we promise to achieve in the best interests of the community

### Efficient and responsible

Engaged and taking pride in our work, wanting to continually review and improve in order to provide good value and cost-efficient services

### Bold and innovative

Proactive, adaptable, open to change and taking calculated risks, not afraid to try new things and learn from mistakes

### Accountable and transparent

Making well-informed decisions based on best practice and evidence, which takes into account what our community tells us

### Recognised

As working for an employer of choice, with leadership that recognises and values the contributions, skills and expertise of its workforce and inspires people to develop and do their best

# PLANNING AND REPORTING FRAMEWORK



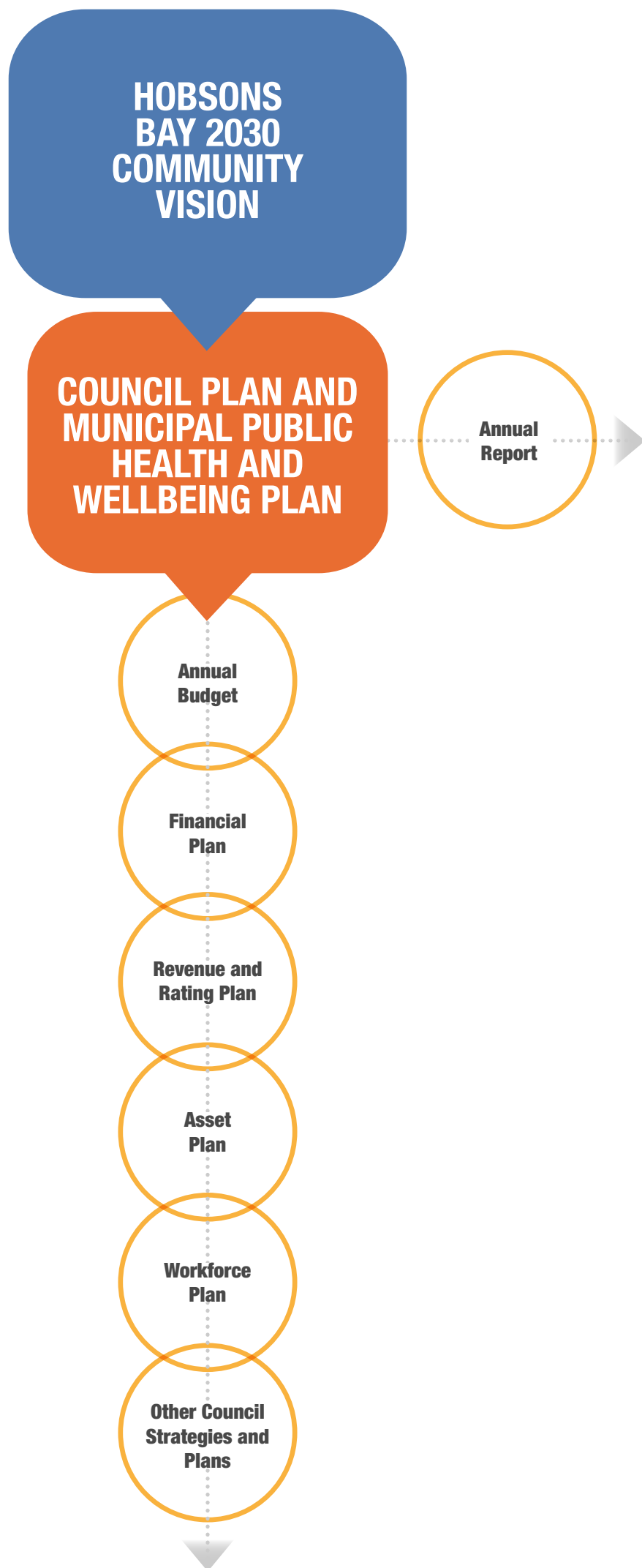
Hobsons Bay 2030 captures the community's vision and aspirations for the future of Hobsons Bay, as mandated by the *Local Government Act 2020*. The vision is translated into the Council Plan that guides Council's works over the following four years. The Council Plan also incorporates the Municipal Public Health and Wellbeing Plan (MPHWP) which outlines Council's commitment to create a community in which people can achieve maximum health and wellbeing, as required by section 27 of the *Public Health and Wellbeing Act 2008*. The Municipal Public Health and Wellbeing Plan (MPHWP) is consistent with the strategic directions outlined in the Municipal Strategic Statement/Municipal Planning Statement.

The resources required to achieve the strategic objectives in the Council Plan, including the services and initiatives, are articulated in the Annual Budget. Council's integrated strategic planning and reporting

framework ensures that all Council's strategies and action plans align with the Council Plan in delivering the services and initiatives according to the priorities in the plan.

Council regularly monitors the progress of the Council Plan by measuring the performance indicators and monitoring of the progress of initiatives. This is reported on an annual basis to the community via the Annual Report, which will also be the monitoring and reporting mechanism for the Municipal Public Health and Wellbeing Plan. Council will monitor and report on family violence prevention initiatives via the Council Annual report, through various local partnership efforts, and through the implementation of A Fair Hobsons Bay for All 2019-23.

The following diagram provides an overview of the elements of Council's integrated strategic planning and reporting framework.



# HOBSONS BAY 2030 THE COMMUNITY VISION FOR HOBSONS BAY



The Hobsons Bay 2030 Community Vision was developed in 2017 by the community for the community, following an in-depth community consultation and engagement process. It represents the Hobsons Bay community's aspirations for the future of the municipality.

In 2021, Council consulted with the community to check whether the Community Vision is still relevant. Between January and May 2021 Council asked the community if they saw any opportunities for a refresh to the vision via a mix of facilitated workshops, online surveys, return-paid postcards, face-to-face interviews and market stalls. The majority of community members

agreed that the Hobsons Bay 2030 Community Vision is still relevant. The responses that said the vision was no longer relevant were varied and there was no strong trend for specific change. Some suggestions related to actions for Council to consider in the development of the Council Plan 2021-25.

The Council Plan translates the community's aspirations from the vision into achievable and measurable actions that guide Council's work and priorities over the next four years. Each Council Plan until 2030 will show how Council will work towards achieving the community's vision for Hobsons Bay.

To read more about the Hobsons Bay 2030 Community Vision, visit [www.hobsonsbay.vic.gov.au/Council/Hobsons-Bay-2030](http://www.hobsonsbay.vic.gov.au/Council/Hobsons-Bay-2030)

# COMMUNITY VISION

By 2030, embracing our heritage, environment and diversity, we - the community of Hobsons Bay - will be an inclusive, empowered, sustainable and visionary community led and supported by a progressive Council of excellence.

## **PRIORITY 1** VISIONARY, VIBRANT, ACCOUNTABLE URBAN PLANNING

Plan for future growth while being sympathetic to heritage and environment and promoting neighbourhood character and sociability.

The primary considerations are: strategic planning, residential development including high rise, industrial land regeneration and open community spaces.

## **PRIORITY 2** COMMUNITY WELLBEING AND INTER-CONNECTION

We, the Hobsons Bay community, accept and celebrate everyone. We engage all Hobsons Bay residents in order that they can access the community services and activities through various groups, formal and informal (e.g. sport, recreation, the arts, meet ups, cultural, charity, volunteer and service groups).

We are about making services accessible and visible for all (e.g. through multilingual signage, better infrastructure). We are committed to creating a safe community environment.

## **PRIORITY 3** GROWTH THROUGH INNOVATION, ACCESS TO LOCAL JOBS, TECHNOLOGY AND EDUCATION

Make Hobsons Bay a first choice for future-focused business and investment. Provide local opportunities for people to skill, re-skill or up-skill in preparation for the future employment needs.

Ensure the future workforce has easy and equitable access to primary through to tertiary education, and robust technology infrastructure by advocating to the State Government on behalf of Hobsons Bay.

## **PRIORITY 4** PROACTIVE ENRICHMENT, EXPANSION AND CONSERVATION OF THE NATURAL AND URBAN ENVIRONMENT

Council to be responsive and timely, to promote an active quality of life, beautification, equity, safety and wellbeing.

Provide diverse flora and fauna including integrated green initiatives such as urban access corridors connecting between natural, residential and industrial areas

## **PRIORITY 5** ACTIVE SUSTAINABLE PRACTICES

Council leads and supports the community in addressing climate change, water management and greenhouse gas emissions and supports with adequate funding with an eye for innovation, inspiration and collaboration.

## **PRIORITY 6** AN ACCESSIBLE AND CONNECTED COMMUNITY

To improve and increase our existing public transport system through improving roads, rail and shared paths to consider all the needs of the community including people with disability, families and older people.

Using our waterfront asset as a springboard for innovative connections with water mobility solutions.

# MUNICIPAL PUBLIC HEALTH AND WELLBEING

Council has a role in creating an environment which supports the health and wellbeing of the local community. In reviewing health and wellbeing data, through the broader Council Plan and stakeholder consultations, four health and wellbeing priorities were identified. Council has also given regard to the health and wellbeing priority areas outlined in the Victorian Public Health and Wellbeing Plan 2019-2023.

The health and wellbeing priorities are integrated throughout the Council Plan and are identified with icons.



## ACTIVE LIVING

### WHAT WE KNOW

By moving more and sitting less we reduce the risk of ill health. Hobsons Bay has a higher percentage of overweight and obese population compared to the Western Metropolitan Area and the majority of residents travel using a private vehicle. The quality, access and safety of public infrastructure in the built and natural environments can provide support and encourage residents to enjoy a more active lifestyle.

### WHAT WE HEARD

Residents value pedestrian and cycling infrastructure, recreational spaces, amenities for a more active lifestyle and funding for community groups.

### COUNCIL'S ROLE

Council can plan, develop and manage the connectivity, crossings and use of local roads and paths, as well as design of public spaces to encourage more active living. However Council does not have jurisdiction on all roads and public spaces and therefore must work with other levels of government and agencies to influence areas beyond Council's control.



## TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH

### WHAT WE KNOW

In Victoria, average annual temperatures are set to increase, with predictions of double the number of hot days, a rise in sea level and more intense rainfall by 2050. Extreme weather events, worsened air quality and greenhouse emissions not only damage our infrastructure and environments but can impact health and wellbeing. Some populations experience greater vulnerability to the impacts of climate change, including (but not limited to) people with disability, older people and people in lower socioeconomic conditions. Council declared a climate change emergency in 2019.

### WHAT WE HEARD

Residents want greenhouse emissions reduced, the impacts of sea level rise addressed and more community education. Residents value trees and quality green open spaces.

### COUNCIL'S ROLE

Council has a role in managing its resources, facilities, services and urban planning to improve sustainability and increase the resilience of the community. Council advocates and works in partnership with the community, agencies and other levels of government to plan, adapt and mitigate the impacts of climate change.



## INCREASING PARTICIPATION IN THE COMMUNITY

### WHAT WE KNOW

The Hobsons Bay community is diverse in age, gender, sex, sexuality, abilities, language and faiths. A socially cohesive and inclusive community supports people to participate in the community. Some priority populations experience poorer health and wellbeing outcomes due to disadvantage and therefore require targeted responses.\* Volunteering and employment opportunities are also protective factors for positive health and wellbeing. Unemployment is unevenly distributed across the municipality being highest in Altona North, Brooklyn, Laverton and Altona Meadows.

### WHAT WE HEARD

Residents value opportunities, programs, events and services for all members of our diverse community throughout all stages of life. They care about volunteering and want more job creation and employment opportunities.

### COUNCIL'S ROLE

Council can facilitate opportunities for the community to participate in the services, events and programs Council delivers, as well as partnering and connecting community to relevant agencies.

**\*as identified in Council's social policy A Fair Hobsons Bay for All 2019-23. The Policy aims to promote equitable social and wellbeing outcomes for priority populations. It is one of the implementation mechanisms for the health and wellbeing actions captured in this Council Plan.**



## A SAFE, HEALTHY AND EQUITABLE SOCIETY

### WHAT WE KNOW

A safe society is about feeling safe at home, in the street and at work. It reflects our quality of life and our capacity to access personal, social and economic opportunities without fear or hindrance from crime and antisocial behaviour. Local statistics and national trends indicate a need to address family violence, with women disproportionately affected in family incidents. A healthy and equitable society is about addressing social disadvantage and inequitable access to basic health and wellbeing needs, such as housing and services.

### WHAT WE HEARD

Residents care about community safety in public spaces, affordable housing and supporting people in low socioeconomic circumstances.

### COUNCIL'S ROLE

Council can improve the perception of safety through activation of spaces. Council has a role in addressing gender equality in the workplace and in the community through its policies, programs and services. Council delivers services to the community and acts as a community connector to other services. Council seeks to partner with agencies to raise awareness and to advocate for better access to local services and supports. Through planning and advocacy, Council can also have an influence on access to affordable housing.



## WORKING WITH STAKEHOLDERS

Community health and wellbeing are complex issues that require partnerships. Local and regional public health and wellbeing stakeholders play a vital role in providing complementary services and supports directly to the community, being a conduit for Council to connect with community, and often act as a platform for advocacy on behalf of or with the community. Council will continue to work with the Department of Families, Fairness and Housing, Department of Health, and health and wellbeing stakeholders through a range of strategic networks (for example Preventing Violence Together Partnership and Western Region Primary Prevention Taskforce). Council will explore future opportunities identified through the stakeholder consultation process. This includes (but not limited to) joint advocacy or funding submissions; sharing knowledge; promotion of local services and programs; provision of community spaces and facilities; community funding; and continued participation in key networks. External data sources on longer term changes in local health and wellbeing status will continue to be monitored to inform partnership efforts.

After months of engagement to hear what matters most to the community, the Council Plan 2021-25 will guide the planning, development, allocation of resources and provision of services to the Hobsons Bay community over the next four years.



# OBJECTIVE 1 – COMMUNITY



## Healthy, Equitable and Thriving Communities

“ Be a city where all members of the community can participate equitably, feel safe, connected and achieve good health and social wellbeing ”

## ● ● ● INDICATORS:

- All residents seeking to access key Council social services do so (kindergarten, health and wellbeing supports, youth counselling, delivered meals)
- Annual participation increase at all Council customer service centres and libraries
- The availability of social and affordable housing including in new developments and attracting Big Housing Build investment
- The number and diversity of community organisations accessing Council grants and support programs

### STRATEGIES (IN ADDITION TO DELIVERING ONGOING CORE SERVICES):

**1.1 Celebrate the diversity of our community and provide equitable opportunities for all**

**1.2 Improve the health and wellbeing of our community – particularly our young, vulnerable and older community members**


**1.3 Foster community safety including family violence prevention**

**1.4 Enable participation and contribution to community life, learning and inter-connection**


### PRIORITIES

**1.1 Celebrate the diversity of our community and provide equitable opportunities for all**

a) Implement A Fair Hobsons Bay for All 2019-23  

b) Strengthen and promote First Nations culture, identity and opportunities in Hobsons Bay 

c) Deliver more social and affordable housing 


d) Enhance library physical and digital collections that reflect diversity of the changing community – incorporating collections of things beyond books 

**1.2 Improve the health and wellbeing of our community – particularly our young, vulnerable and older community members**

a) Expand the range of mental health, employment preparedness, life skills services and opportunities available to Hobsons Bay young people  

b) Increase the breadth and depth of Council's service offerings for vulnerable and older residents through the attraction of additional Commonwealth and State resources 

**1.3 Foster community safety including family violence prevention**

a) Strengthen Council's strategy to improve community safety through enhanced passive surveillance, better design and place activation 

b) Increase public safety through enhanced domestic animal management in our public open spaces
c) Strengthen Council's regulatory and enforcement focus on public health, environment and buildings
d) Deliver family violence prevention, referral and response initiatives and actions to raise awareness and promote gender equity* 😊
<b>1.4 Enable participation and contribution to community life, learning and inter-connection</b>
a) Expand the active and engaged community groups in Hobsons Bay including continuing to improve the value from Council grants, events and funding support 👥
b) Boost the profile and awareness of opportunities for people to participate and contribute to community life 👥
c) Increase customer service centres and libraries participation through establishing centres of excellence in different lifelong learning skills 👥

 **ACTIVE LIVING**
 **TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH**
 **INCREASING PARTICIPATION IN THE COMMUNITY**
 **A SAFE, HEALTHY AND EQUITABLE SOCIETY**

\*A Fair Hobsons Bay for All 2019-23 also includes additional actions in relation to family violence prevention and gender equity matters. Reporting updates will be available via the Council Annual Report. The Policy is available at <https://www.hobsonsbay.vic.gov.au/Council/Strategy-Planning/Social-policy-planning/A-Fair-Hobsons-Bay-for-All-2019-23>.

## OBJECTIVE 2 – ENVIRONMENT



### Valuing our Environment

“ Foster a sustainable way of living in response to climate change through active involvement in alternative energy use, reduction of waste, enhancement and conservation of our natural environment ”

## ● ● ● INDICATORS:

- Volume of waste diverted away from landfill
- Number of trees planted in the municipality relative to Urban Forest Strategy goal
- Percentage of Council's energy consumption generated from renewables

### STRATEGIES (IN ADDITION TO DELIVERING ONGOING CORE SERVICES):

**2.1 Increase resource recovery and reducing landfill across Council's waste services and improve the customer experience of waste services**

**2.2 Enhance protection, preservation and promotion of our coastal environment and wetlands/waterways, biodiversity and natural areas**

**2.3 Increase tree canopy cover within Hobsons Bay to reduce the urban heat island effect, improve air quality and enhance general amenity**

**2.4 Continue to reduce Council's greenhouse gas emissions by increasing the use of renewable energy, increasing energy efficiency and implementing Council's zero net emissions strategy**

### PRIORITIES


**2.1 Increase resource recovery and reducing landfill across Council's waste services and improve the customer experience of waste services**


a) Improve customer experience in waste services across the municipality including reliability, quality and responsiveness


b) Increase resource recovery and reduce the volume of waste to landfill year on year

c) Optimise Council's public realm bin services to minimise visible litter and increase public amenity

**2.2 Enhance protection, preservation and promotion of our coastal environment and wetlands/waterways, biodiversity and natural areas**

a) Foreshore and riverine assets are upgraded to meet predicted impacts of climate change, maintain existing recreational uses while improving conservation values 

b) Advocate to relevant stakeholders and land managers to develop a partnership approach to foreshore management 

c) Foster increased community engagement with world class environmental areas across the municipality including through supporting the work of community organisations 

d) Advocate for the establishment of a wetlands centre, promoting environment and tourism at the Hobsons Bay Ramsar rated wetlands

### 2.3 Increase tree canopy cover within Hobsons Bay to reduce the urban heat island effect, improve air quality and enhance general amenity

a) Deliver increased tree canopy outcomes across the municipality within streets, open space reserves and appropriate public realm locations 

b) Deliver improved amenity outcomes across Council's open space and parks for increased usage at these facilities 

### 2.4 Continue to reduce Council's greenhouse gas emissions by increasing the use of renewable energy, increasing energy efficiency and implementing Council's zero net emissions strategy

a) Deliver the endorsed solar program across the municipality for increased renewable energy consumption 

b) Reduce energy consumption across key asset classes including street lighting and major buildings 

c) Increase uptake and use of electric vehicles across the municipality 

 **ACTIVE LIVING**  **TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH**  **INCREASING PARTICIPATION IN THE COMMUNITY**  **A SAFE, HEALTHY AND EQUITABLE SOCIETY**

## OBJECTIVE 3 – PLACE, RECREATION AND ECONOMY



### **Vibrant Place and Economy**

“ Support a resilient local economy that facilitates job growth and retention, promoting Hobsons Bay as a place to live, work, invest, recreate and visit ”



## INDICATORS:

- Use of Council space (collaboration) by start-ups
- Number of events and attendees at Council run and auspiced / funded events
- Statutory planning processing times (statutory measures from the Local Government Performance Reporting Framework)
- Number of initiatives / projects delivered in accordance with Better Places action plans

### STRATEGIES (IN ADDITION TO DELIVERING ONGOING CORE SERVICES):

**3.1 Support diversification and growth of our local economy in response to significant changes in land use and the ongoing impacts of the COVID-19 pandemic**

**3.2 Increase economic and tourism opportunities that capitalise on our cultural and creative strengths**

**3.3 Continued commitment to the delivery of the Better Places program**

**3.4 Increase participation in recreation activities across the community**

**3.5 Ensure land use and development supports high amenity, sustainability, exemplary design and responds to neighbourhood context**

### PRIORITIES

**3.1 Support diversification and growth of our local economy in response to significant changes in land use and the ongoing impacts of the COVID-19 pandemic**

a) New investment and job creation opportunities flow from a major update to the Hobsons Bay Industrial Land Management Strategy


b) Support existing and emerging local businesses through activation, promoting buying local and local business-to-business activity

c) Encourage local start-ups to use collaboration spaces and public facilities in Council buildings and service centres

**3.2 Increase economic and tourism opportunities that capitalise on our cultural and creative strengths**

a) Implement the Experience Hobsons Bay Tourism Strategy 2019-24

b) Increase participation in Council's year-round events and festivals calendar 

c) Increase opportunities for people to experience the arts in diverse and accessible ways in the Hobsons Bay Creative City 

<b>3.3 Continued commitment to the delivery of the Better Places program</b>
a) Deliver neighbourhood scale placemaking with projects identified within each of the Better Places Place Guides*
<b>3.4 Increase participation in recreation activities across the community</b>
a) Increase utilisation of sporting and recreation facilities by non-sporting groups 
b) Provide opportunities for sports club volunteers to upskill, by way of club development practices 
c) Support increased participation opportunities by providing infrastructure which meets the needs of the sporting community  
<b>3.5 Ensure land use and development supports high amenity, sustainability, exemplary design and responds to neighbourhood context</b>
a) Deliver major updates to the Planning Scheme which support the achievement of this strategic objective – including New Zones and key Precinct Structure Plans
b) Significantly uplift processing times and customer service in statutory planning functions while maintaining consistent, strategic and efficient standards

 **ACTIVE LIVING**
 **TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH**
 **INCREASING PARTICIPATION IN THE COMMUNITY**
 **A SAFE, HEALTHY AND EQUITABLE SOCIETY**

\*Better Places is a place-based approach to improving our suburbs where the whole 'place' is considered, driven by a community vision. The projects directly reflect the community's priorities for the future. Details available at <https://www.hobsonsabay.vic.gov.au/Council/Strategy-Planning/Better-Places>

## OBJECTIVE 4 – COMMUNITY INFRASTRUCTURE



### **Visionary Community Infrastructure**

“ Develop and maintain infrastructure to promote liveability, planning for the future need and growth of the community, while preserving heritage, environment and neighbourhood character ”



## INDICATORS:

- Percentage of capital works delivery against 5-year capital works plan
- Kilometres of local roads, footpaths and active transport delivered
- Percentage of assets renewed within designated intervention levels

## STRATEGIES (IN ADDITION TO DELIVERING ONGOING CORE SERVICES):

**4.1 Ensure the transport network is safe and efficient for all users with a focus on pedestrians and cyclists**

**4.2 Ensure that our assets are properly maintained now and into the future at the most economical cost to the community and the environment**


## PRIORITIES

**4.1 Ensure the transport network is safe and efficient for all users with a focus on pedestrians and cyclists**

a) Deliver improved cycling and walking infrastructure outcomes across the municipality along key strategic routes for improved safety and connectivity 

b) Advocate to State Government for improvements works on Millers Road, Melbourne Road, Central Avenue/Queen Street and Point Cook Road

c) Advocate to State Government for delivery of key public transport improvements such as Melbourne Metro 2 delivery, new train station in Altona North, full bus review for entire municipality and improved services at existing train stations 

d) Advocate to reduce dangerous driving and speeding behaviour in local streets for improved safety for all road users 

e) Optimise the balance between encouraging active transport and facilities to support car users

**4.2 Ensure that our assets are properly maintained now and into the future at the most economical cost to the community and the environment**

a) Reduce the asset renewal demand gap for key assets including roads, footpaths, buildings, recreation and community facilities

b) Increase value for money when delivering projects within the capital works program

c) Improve customer satisfaction with quality of sealed local roads and footpaths across the network

# OBJECTIVE 5 – ORGANISATION



## A High Performing Organisation

“ Delivering value for money through efficient processes, digital transformation and continuous improvement with a willingness to try new approaches as to how we do, what we do. We will be transparent and responsive to the needs of the community through meaningful connection, communication and engagement ”



## INDICATORS:

- Customer service call centre satisfaction rating
- Percentage of Council decisions made in public
- Number of services that meet established service standards
- Grant funding as a percentage of total revenue

### STRATEGIES (IN ADDITION TO DELIVERING ONGOING CORE SERVICES):

**5.1 Improving the quality of our communication and engagement to ensure that our community is informed of and encouraged to contribute to issues in a diversity of ways most suited to them and to advocate for the areas of greatest need**


**5.2 Transform residents' experience across all Council services through simplifying our processes, fostering a customer first culture and enhancing digital services**

**5.3 Deliver value for money – continuous improvement while safeguarding the long-term financial sustainability of Council**

**5.4 Enhance transparency, accountability and good governance practice**

### PRIORITIES

**5.1 Improving the quality of our communication and engagement to ensure that our community is informed of and encouraged to contribute to issues in a diversity of ways most suited to them and to advocate for the areas of greatest need**

a) Implement interactive platforms that enable access to services, show where events and points of interest are located and raise community awareness of Council's projects and delivery timelines 

b) Increase targeted and relevant community engagement on key projects and initiatives of Council that will significantly impact the community 


c) Deliver improved advocacy outcomes through the development and delivery of a prioritised advocacy strategy 

**5.2 Transform residents' experience across all Council services through simplifying our processes, fostering a customer first culture and enhancing digital services**

a) Enhance Council's online services to enable community access to easy user-centric self-service options, status and information updates, service performance reporting and more

b) Increase the number of customer service centres across the municipality to promote more convenient face to face access to Council's services

c) Implement Council's customer experience enhancement program across all areas of Council, including the Customer Relationship Management system (CRM) to ensure an enhanced customer experience, accountability and communication around Council service provision

d) Implement the Digital Strategy 2018-22 to leverage the best digital technology to deliver a high-quality public service experience 

e) Develop a Smart City project plan to identify high value internet of Things (IoT) initiatives to intelligently automate applicable Council functions

### 5.3 Deliver value for money – continuous improvement while safeguarding the long-term financial sustainability of Council


a) Secure alternative funding streams and partnerships to support environmental protection, capital works projects, sustainability initiatives and other Council projects 

b) Implement the Property Strategy and establish a Property Development Fund to generate future revenue streams for Council

c) Develop and implement a variety of strategies to increase Council's own source revenue

d) Deliver the business services transformation and efficiency program

### 5.4 Enhance transparency, accountability and good governance practice

a) Implement recent changes to legislation (such as the *Local Government Act 2020*, *Gender Equality Act 2020*, *Child Safe Standards*) to improve democracy, accountability, gender equality and service delivery for Hobsons Bay 

b) Establish publicly accessible dashboards and reports to enable real time access to service performance, enquiry progress, scheduled works and services and updates on events

# INITIATIVES



## OBJECTIVE 1

Altona Meadows Library Refurbishment



## OBJECTIVE 2

Large Scale Solar Program

Wetlands Centre

Urban Forest Strategy Implementation



## OBJECTIVE 3

COVID 19 Recovery Support

Better Places Development  
and Implementation



## OBJECTIVE 4

Open Space Strategy Implementation

Queen St Bridge Advocacy



## OBJECTIVE 5

Customer Experience Transformation

Property Strategy Implementation



# IMPLEMENTATION, MONITORING AND REPORTING



The entire organisation will work towards delivering actions identified within the Council Plan over the next four years.

This will require Council to work together with various agencies, stakeholders and the community to ensure that the outcomes of the strategies are achieved.

The performance indicators are the tool to measure progress and achievements. Results are monitored and evaluated to ensure our commitments remain on track. Council will review and report on the results to the public, including the progress of the Municipal Public Health and Wellbeing Plan via the

Annual Report as required by the *Local Government Act 2020*, *Public Health and Wellbeing Act 2008* and the *Local Government (Planning and Reporting) Regulations 2020*.


The conversations with Hobsons Bay's community that shaped this Council Plan do not stop with its endorsement. Through the implementation of the Hobsons Bay Community Engagement Policy 2021, Council commits to meaningful and effective participation to ensure our community's voice will guide how we deliver on this Council Plan and respond to changing circumstances.


Disclaimer: This is a 'living' document that is a snapshot in time based on historic information which is subject to change. While care has been taken to ensure the content in the document is accurate, Council disclaims all liability for any error, loss or other consequence which may arise from relying on any information contained within.




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**HOBSONS BAY  
LANGUAGE LINE**

**9932 1212**

INTERPRETER SERVICE FOR ALL LANGUAGES

**Your Council in your language**

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