



COUNCIL PLAN

2017–21

HOBSON'S
BAY CITY
COUNCIL





Acknowledgements

Council acknowledges all language groups of the Kulin Nation as the traditional owners of these municipal lands. We recognise the first people's relationship to this land and offer our respect to their elders past and present.

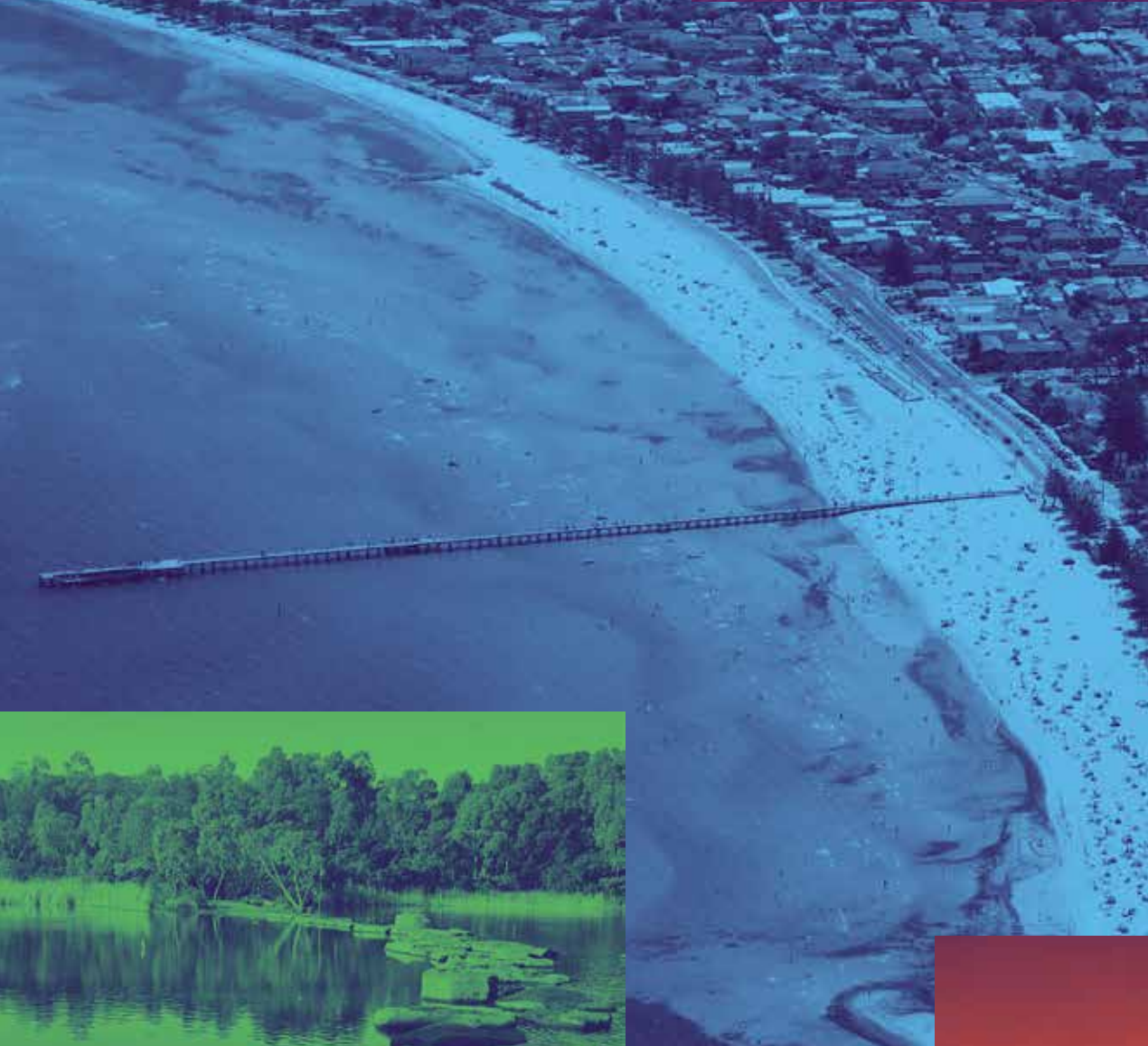
Council acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*. The *Charter of Human Rights and Responsibilities Act 2006* is designed to protect the fundamental rights and freedoms of citizens. The Charter gives legal protection to 20 fundamental human rights under four key values that include freedom, respect, equality and dignity.

For further information, or to receive a copy of this document in an alternate format, contact Council on (03) 9932 1000.

June 2017

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MESSAGE FROM THE MAYOR AND COUNCILLORS

The Hobsons Bay Council Plan 2017-21 is Council's guiding strategic plan that articulates the priorities for our city to create an even better Hobsons Bay.



This is the most unique Council Plan we have ever embarked on as it is 'the doing part' of the Hobsons Bay 2030 community vision, which was created **BY** the community, **FOR** the community.

Our Council Plan has been informed by feedback that we have gathered from our community, our local organisations and our stakeholders on their vision for our city and for Council's operations.

They want to see us plan ahead to bolster the things they value so strongly – our heritage, the 'village feel' of our neighbourhoods, our community values, our diversity and our unique environmental features. In fact, they see Hobsons Bay as being very close to their ideal place to live.

Environmental concerns are very real for Hobsons Bay. Our city is blessed with 20kms of coastline, yet this makes our local environment even more vulnerable to the effects of climate change.

With Hobsons Bay being close to Melbourne's CBD comes an increase in housing prices and density. Future planning for a growing, resilient, sustainable city means we have to ensure that new development goes into the right places. Pressures also include the provision of affordable housing and the ability to attract services and infrastructure to the established areas of our city.

The rising incidence of chronic disease sees many of our residents experiencing the associated risk factors that can lead to poor health. Council has a preventative role to play in reducing health and wellbeing risks for our community. We do this by providing the

right access and delivery of our community programs and facilities, as well as providing and maintaining infrastructure that builds community participation and connection.

Securing local job creation, as well as providing opportunities for education and training, are vital to building the skills of our entire community, especially amongst our city's young people so they can create a brighter future, as well as for older members of our community who may be experiencing career transition as a result of the changing world of work.

Our community has told us they hope that, into the future, Hobsons Bay will be a clean, green and safe place that continues to enjoy a strong sense of community, natural open spaces and unique neighbourhoods.

The hundred-plus services we deliver that align with this vision need to be costed and resourced so that we can continue to provide what is required long into the future. That will be something that Council and the community will always need to be focused on.

Council urges our community to help bring this plan to life. Achieving the outcomes of this Council Plan will require all of us to work together.

Join us as we work towards building an even better Hobsons Bay that supports and drives pathways to good health and wellbeing for all.

Mayor, City of Hobsons Bay
Cr Sandra Wilson

June 2017

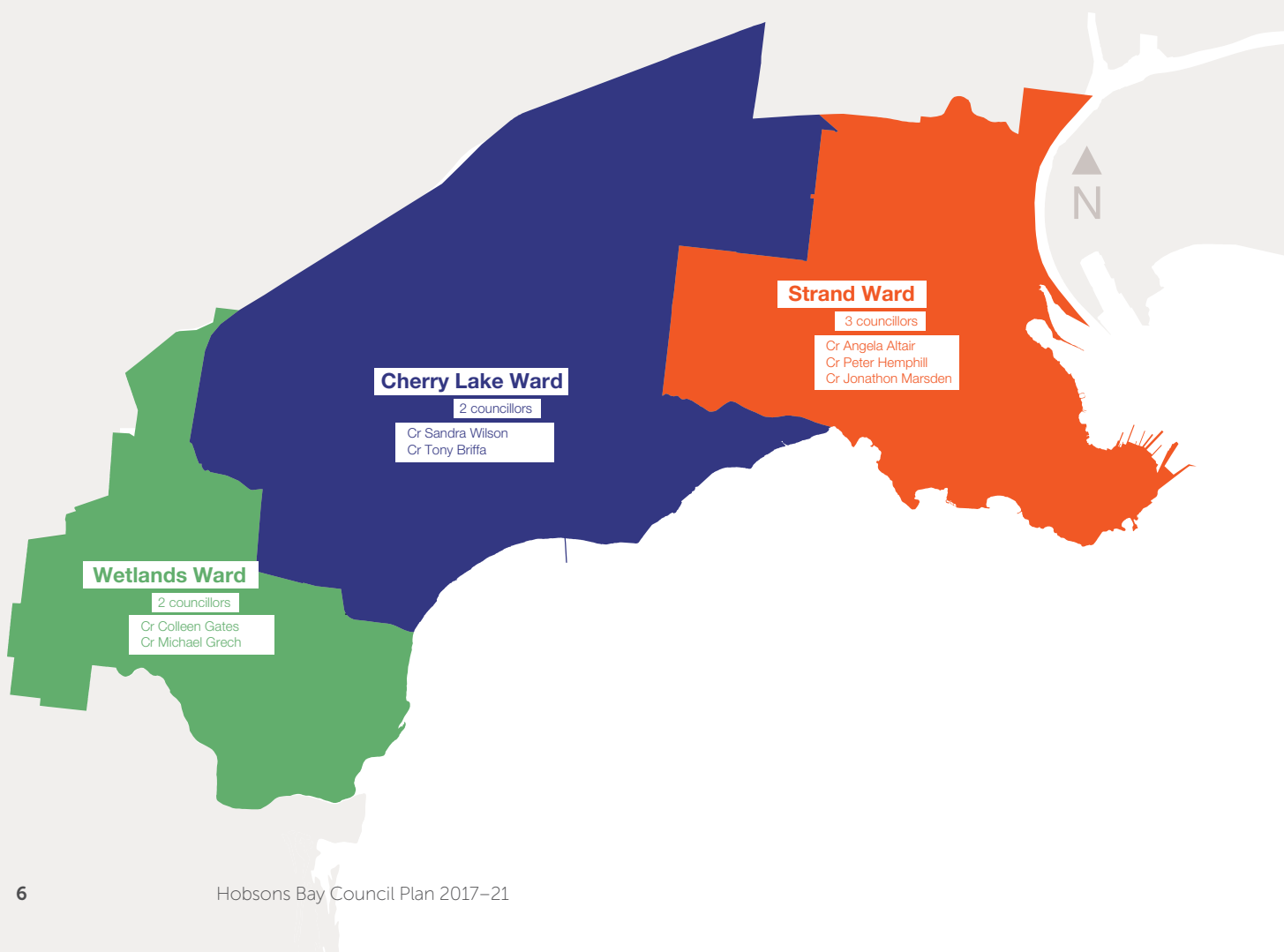
OUR COUNCILLORS

Hobsons Bay has seven Councillors representing three wards.

In Victoria, the legal basis for councils is established under the *Local Government Act 1989*. It is the primary role of Council to listen to the community and consider their views when making decisions. In particular, Council needs to remain responsive to representing the immediate and changing needs of its residents. Council also:

- acts as a representative government by taking into account the diverse needs of the local community in decision making
- provides leadership by establishing strategic objectives and monitoring their achievement

- maintains the viability of Council by ensuring that resources are managed in a responsible and accountable manner
- advocates for the needs and desires of the local community to other agencies and governments
- fosters community cohesion and encourages active participation in civic life





Cherry Lake Ward

Mayor Cr Sandra Wilson

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CITY PROFILE

Our community loves Hobsons Bay for its beaches, parks and green spaces, its vibrant atmosphere and sense of community, its proximity to Melbourne's Central Business District, its character housing and its people. For many, it's the ideal place to live.

Place

The Yalukit Wilum clan were the first people to occupy the area now known as Hobsons Bay. A number of sites of significance to the Aboriginal community are located throughout the municipality, particularly along the coastal trail.

Today, Hobsons Bay covers an area of 64 kilometres and it is home to the suburbs of Altona, Altona Meadows, Altona North, Brooklyn, Laverton, Newport, Seabrook, Seaholme, South Kingsville, Spotswood, Williamstown and Williamstown North.

Each neighbourhood in Hobsons Bay 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 in Hobsons Bay, occupying 24 per cent of the municipality's land area.

Hobsons Bay also has more than 20 kilometres of beaches and foreshore areas and is home to significant coastal wetlands, five creek systems, remnant native grasslands and important flora and fauna habitats.

People

In 2016, Hobsons Bay had an estimated resident population of 95,046 people, which was an increase of just under two per cent since 2015 and close to eight per cent since the last Census in 2011.

By 2030, the Hobsons Bay population is forecast to increase by 10 per cent (or 10,770 people) at an average of 0.74 per cent per year (or 770 people). This is considered relatively average growth for an inner metropolitan Melbourne municipality.

Currently, Altona Meadows has the highest share of the city's population (22%), while Brooklyn has the lowest share (3%). However, the main population growth to 2030 and beyond will be in Altona North, Spotswood and South Kingsville due to the rezoning of former industrial land to residential land.

Thirty one per cent of Hobsons Bay residents were born overseas; 23 per cent born in non-English speaking countries, with over 100 languages spoken across the municipality.

Hobsons Bay has an ageing population, with increases in most age groups 50 years and over. Almost 22 per cent of the Hobsons Bay population is aged between 50 and 69 years of age.

The number of school aged children has decreased over the past five years. However, regeneration will occur with the number of young children and adults in the 25 to 34 years age bracket increasing due to new development in our city.

CHALLENGES AND OPPORTUNITIES

A sustainable future for Hobsons Bay will be influenced by many things, including Council's ability to plan ahead in a way that reveres our heritage, respects our community values and protects our environment.

Hobsons Bay residents identify strongly with their neighbourhood and Hobsons Bay as a place, with many recognising the municipality as close to their ideal place to live.

Above all else, the community values the coastal location of the municipality, along with its many quality parks and open spaces. The community would like Council to continue to protect these environmentally and recreationally significant areas for future generations to enjoy.

Environmental sustainability

Hobsons Bay faces significant risks from climate change, such as an increasing number of hot days, flooding from sea level rise and storm surges. These risks also have a disproportionate impact on vulnerable communities.

Issues such as reducing water consumption, supporting changes in transport and industrial practices to enhance air quality, conservation of our unique flora and fauna, reducing energy use through renewable and low carbon energy sources and reducing waste in households and industry are all challenges facing Council and the community.

Access to infrastructure

Council has a role to play in planning healthy communities, not only through its land use and social planning functions, but also through the provision and maintenance of community infrastructure such as kindergartens, maternal and child health centres, community meeting spaces / halls, community centres, recreation and sporting facilities and seniors centres, as well as other infrastructure including roads, footpaths, bicycle tracks and walking trails.

Access to public transport is a major concern for the Hobsons Bay community, particularly in areas where options are limited and residents primarily use their cars as their main mode of transportation.

Population growth and urban development

Hobsons Bay's proximity to Melbourne's CBD is a key value for the community, however it also brings with it increasing housing prices and density.

Residents told us that they value the sense of community and the 'village feel' in Hobsons Bay, including its history and heritage. Residents are concerned about losing these qualities to population growth and overdevelopment. They are also concerned about the effects that population growth will have on the municipality's infrastructure.

Council, therefore, has an important role in planning to balance heritage, neighbourhood character, environmental needs and population growth, ensuring development is appropriate and accessible for all.

Health and wellbeing

The health and wellbeing of our residents is determined by much more than genes and lifestyle decisions. The circumstances in which we are born, grow, live, work and age are responsible for the differences that occur in populations.

Hobsons Bay is the ninth most disadvantaged local government area in Melbourne, which means there are a number of people living within the municipality who are vulnerable to a range of health and wellbeing factors.

Data indicates that the incidence of family violence in Hobsons Bay is increasing, with the majority of incidents being men's violence against women and their children. Addressing the drivers of this violence such as rigid gender roles and stereotypes is important for achieving long term gender equality.

The impact of mental illness (such as depression) is more significant for people in Hobsons Bay when compared to other Victorian communities. More young people in Hobsons Bay experience psychological distress and psychiatric hospitalisations, when compared to Melbourne's Western Metropolitan Region or Victoria.

In Hobsons Bay, a significant percentage of males are overweight, and a significant number of residents do not engage in adequate physical activity. These are all indicators that there are proportions of the Hobsons Bay population who are at risk of chronic disease.

Many of the health issues experienced by Hobsons Bay residents are preventable through access to the right services and infrastructure that supports healthy living.

Education and employment

The city has recognised strengths in a number of industries including petrochemicals, logistics, tourism and retail, which provide our community with a sense of identity, as well as providing attractions for our visitors.

Given the decline of motor vehicle manufacturing and other industries within the municipality, residents would like Council to assist in attracting and maintaining local jobs.

Young people in Hobsons Bay have higher levels of disengagement from employment and education, which increases the risk of future economic insecurity.

Securing local job creation and education/training opportunities are therefore important both now and into the future.

Organisational challenges

The operating environment for local councils in Victoria is changing. This includes changes in the external environment, variations in the number and type of service providers in the market, amendments to Federal and State Government programs and funding, rate capping and changing community demands.

The years ahead will therefore present many challenges for Council, including significant cost increases and greater pressure on our revenue, which may impact our functions and service delivery.

Advocacy

Despite its many functions and responsibilities, Council is not always legislatively able to do everything. Advocacy and partnerships with other stakeholders are therefore important for issues that sit outside of Council's control such as health and support services, education, affordable housing, public transport and employment.



Hobsons Bay Community Representatives



THE COMMUNITY'S VISION FOR HOBSONS BAY

Hobsons Bay 2030 was developed by the community for the community and will guide Council's work until 2030.

As the closest level of government to the community, Council has a legislated responsibility to understand and respond to community needs.

During February to June 2016, Council undertook a consultation and engagement process which included a range of opportunities for people to have their say on three key questions:

I like Hobsons Bay because...

1

Over 2,500 comments were collected across the municipality from people of all ages, including the development of a children's book entitled "The past is behind us, the future is ahead".

After this feedback was gathered, from August 2016 to January 2017, a representative sample of 35 community representatives came together to collaboratively shape a vision for 2030 and determine the six priorities for how to achieve this vision. The community representatives passionately discussed data and reports that were presented to them by Council, considered the broad community consultation feedback and heard from experts around Victoria about the issues and concerns facing the Hobsons Bay community.

By 2030, Hobsons Bay will...

2

The result of this deliberative consultation process was the first long term community vision, Hobsons Bay 2030, along with six priorities for achieving that vision (see Figure 1 on the next page).

What needs to change for this to happen is...

3

Council will work hard to make the Hobsons Bay 2030 community vision a reality by using it to guide its work through the Council Plan and budgets. However, Council cannot achieve the vision alone, therefore it looks forward to working with the community and our partners to achieve an inclusive, empowered, sustainable and visionary Hobsons Bay by 2030.

HOBSONS BAY 2030

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.

01

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.

02

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.

03

PRIORITY 3:

GROWTH THROUGH
INNOVATION, ACCESS TO
LOCAL JOBS, TECHNOLOGY
AND EDUCATION

Make Hobsons Bay a first choice for future-focussed 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.

04

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.

05

PRIORITY 5:

ACTIVATE 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.

06

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 a disability, families and older people.

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



ABOUT THE COUNCIL PLAN

The Council Plan is developed every four years in accordance with legislative requirements in the *Local Government Act 1989* and is based on a planning framework that aligns the Hobsons Bay 2030 community vision to the planning, development, resource allocation and service provision to the Hobsons Bay community.

In order to accomplish its responsibilities, Council's strategic framework allows the organisation to identify community needs and aspirations over the long term (through Hobsons Bay 2030), operationalise the required work in the medium term (through the Council Plan), and ensure the required resources are available (through the Strategic Resource Plan and annual budgets).

The goals of the Council Plan are aligned with the six key priority areas of the Hobsons Bay 2030 community vision, were developed based on Councillor, community and Council staff feedback; and consist of 20 strategic objectives that are framed around four goal areas:

1. An inclusive and healthy community -

enhancing the health and quality of life of the community through the equitable provision of quality services and opportunities for greater wellbeing.

2. A great place -

ensure Hobsons Bay is a vibrant place to live, work and visit.

3. A well designed, maintained and environmentally sustainable place -

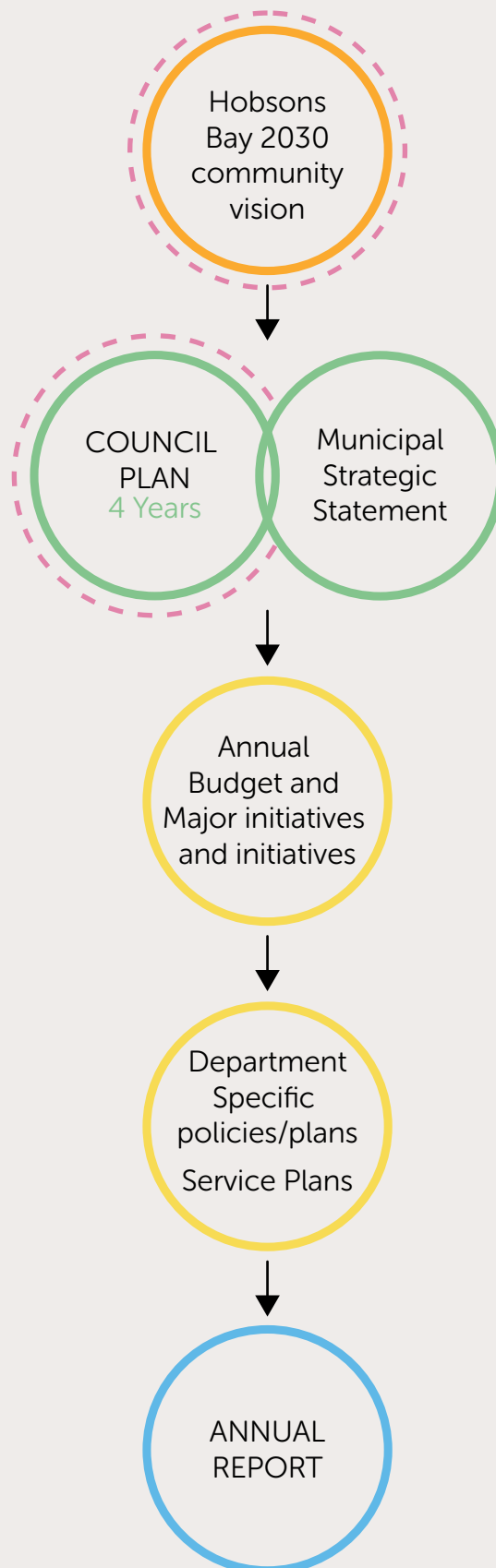
manage future growth and development to ensure it is well designed and accessible whilst protecting our natural and built environments.

4. A Council of excellence -

be a leading and skilled Council that is responsible, innovative and engaging in order to deliver excellence in all we do.

The delivery of each objective is supported by initiatives and major initiatives identified through the annual budget, performance indicators and the Strategic Resource Plan.

Planning Framework



 The Hobsons Bay 2030 community vision together with the Council Plan meet Council's legislative requirement for an integrated Municipal Public Health and Wellbeing Plan (MPHWP), as per section 27 of the Public Health and Wellbeing Act 2008.

ORGANISATIONAL PROFILE

In accordance with the objectives provided within the *Local Government Act 1989*, the primary objective of a council is to work towards improving the overall quality of life of people in the local community.

Hobsons Bay City Council has responsibility for a range of services and areas including roads, parks, waste, land use, local laws, urban planning, personal and home care, early years services, recreation, community development, health protection, emergency management, building and maintaining assets, and advocating for community needs.

As the closest level of government to the community, local government is best placed to know, understand, plan and advocate for local community needs and issues. As such, the role of local government is also one of leadership.

As a custodian of public funds, local government is accountable to the community in the performance of functions, the exercise of powers, and the use of resources. As such, the choices a council makes should be based on a range of factors including local community priorities, needs and wants.

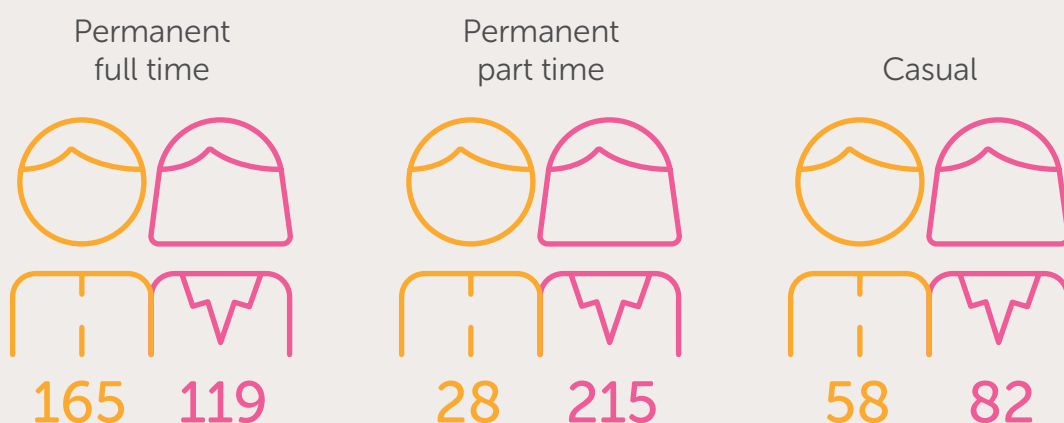
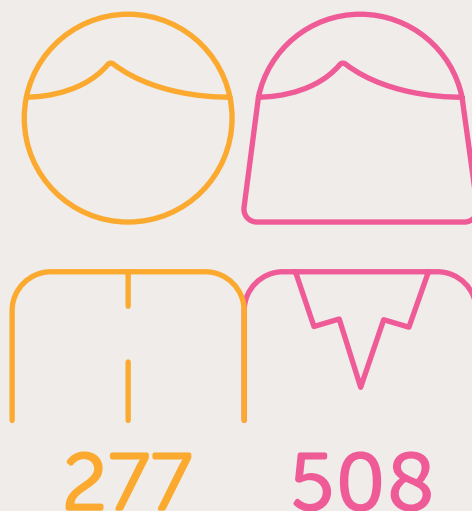
Despite its many functions and responsibilities, Council is not always legislatively able to do everything. However, a commitment to integrated council planning will help ensure strong working collaborations and partnerships are developed with key organisations, business and community groups.

In relation to staff, the current organisational structure includes four directorates with a total of 785 staff, headed by the Chief Executive Officer (CEO) who is employed by and reports to the elected Council. It is the responsibility of the CEO and directors to manage operations and ensure Council receives the strategic information it needs to make decisions for the municipality.

Council aims to build and maintain a staffing profile that demonstrates a commitment to excellence, ensures an appropriate workforce mix in relation to gender, age and diversity, and is developed through proactive recruitment and retention strategies to meet current and future employment needs.

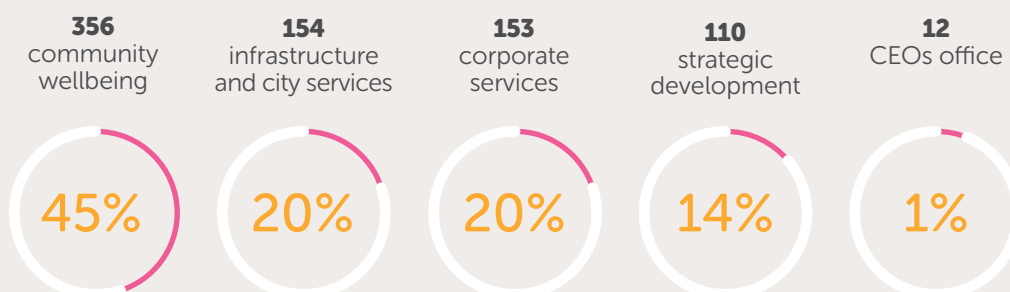
Total number of
Council employees

785



*Remaining 118 Council employees are temporary full time, temporary part time or on maternity leave.

Council workforce by directorate



Nearly half of Council's workforce work within the Community Wellbeing directorate which includes aged care services, children's services, community development and libraries.



OUR MISSION AND VALUES

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 employees 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

Work 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 take 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 the expertise of its workforce and inspires people to develop and do their best

1. AN INCLUSIVE AND HEALTHY COMMUNITY

Enhancing the health and quality of life of the community through the equitable provision of quality services and opportunities for greater wellbeing.

Our community has told us that they like Hobsons Bay because of the services and facilities available, and they hope that, by 2030, services and facilities will be increased and improved.

Portions of our population are vulnerable to a range of health and wellbeing factors. In particular, the impact of mental health disorders, such as depression, is more significant for people in Hobsons Bay, especially amongst young people. A significant percentage of males are overweight, and a significant number of residents do not engage in adequate physical activity. Many of the health issues experienced by Hobsons Bay residents are preventable through access to the right services and infrastructure that supports healthy living.

This goal area, therefore, aims to achieve progress towards priority two of the Hobsons Bay 2030 community vision, which calls for access to services and activities. It also includes an objective aimed at meeting priority three of the Hobsons Bay 2030 community vision, which calls for equitable access to primary through to tertiary education.

When asked what Council should prioritise within its Council Plan 2017–21, the community supported the priorities of the Hobsons Bay 2030 community vision by indicating that they would like to see more services for mental health, more community projects and programs to increase resilience and/or support those most vulnerable in

the community, and increased options for education, particularly tertiary education within the municipality. Council also received many suggestions for improvements to recreation facilities and community facilities and spaces. These related primarily to upgrades and expansions of existing infrastructure.

Council has a range of roles it undertakes to address these issues, including listening to what the community needs; working with other levels of government, service providers, not for profit organisations and the private sector to respond; building and maintaining community, recreational and sporting facilities, and natural spaces; delivering accessible and culturally appropriate services; and supporting and facilitating community led projects that build resilience, helping people and organisations reach their full potential.

Recommendations from the Royal Commission into Family Violence have also encouraged state and local governments to work together to reduce family violence. Council has an ongoing role to play in local leadership, planning, service provision, developing facilities, creating safe public environments and as an employer in the community.

Council will:

1. Provide access to high quality services that enhance community health and wellbeing

Council will measure performance against:

Community satisfaction with:

- youth services
- aged services and supports
- disability services and programs
- playgroups
- kindergarten support and central enrolment
- immunisations
- maternal and child health
- occasional care and family day care

The Local Government Performance Reporting Framework service indicators for:

- maternal and child health

2. Deliver, support and facilitate projects and programs that encourage equity and diversity, so everyone can reach their full potential

Community satisfaction with:

- programs that support vulnerable communities and promote fairness

3. Ensure all community members will have access to quality community, sport and recreation facilities, cultural experiences and open spaces that encourage a healthy and active lifestyle

Community satisfaction with:

- libraries
- provision and maintenance of community facilities and venues for hire
- art and cultural activities
- provision of sports, ovals and other local sporting/recreation facilities
- amount of opportunities to volunteer

The Local Government Performance Reporting Framework service indicators for:

- aquatic facilities
- libraries

4. Work in partnership with stakeholders to advocate to all levels of government for quality education, training and lifelong learning opportunities for all community members

Community satisfaction with:

- their access to schools tertiary education and local learning opportunities
- access to quality internet access in Hobsons Bay
- Council's representation, lobbying and advocacy on behalf of the community

5. Understand the current and future needs of our community, and work to ensure those most vulnerable in our community are safe and have equitable and timely access to the support they need

Community satisfaction with:

- access to health services (e.g. GPs, dentists, podiatrists, psychologists)

Reduced rate of family violence incidents reported to the Victorian Police

2. A GREAT PLACE

Ensure Hobsons Bay is a vibrant place to live, work and visit.

Our community has told us that they like Hobsons Bay because of the access to the beach, the natural environment, its proximity to the city and because it is friendly.

This goal area aims to achieve progress towards priority three of the Hobsons Bay 2030 community vision which would like to see Hobsons Bay become a first choice destination for future focused business and investment in order to provide local employment opportunities. Alongside priority two which calls for ensuring a community that is accepting, respectful and welcoming of all; and priority six which points to improving community connections, this goal area aims to make Hobsons Bay a vibrant place to live, work and visit.

When asked what Council should prioritise within its Council Plan 2017-21, the community supported the priorities of the Hobsons Bay 2030 community vision by mentioning that they would like to see a safer community, more promotion of cultures and opportunities to celebrate the diversity of the population. Responses demonstrated that the community is also concerned about securing local job opportunities, particularly for young people; with many responses calling for more investment in innovation and creation of future employment industries. Public transport continues to be a concern for the community with renewed calls for better public transport, opportunities for active travel and exploration of new transport options such as water taxis and ferries.

Council has a range of roles to address these issues including supporting the local business community and promoting the municipality as a great place to do business. Access to arts and events is integral to a vibrant community, making a positive contribution to the liveability of a city.

Council plays a key role in improving the way people get around through the provision, management and maintenance of local roads and car parking, as well as the footpath and cycling network in Hobsons Bay. Ensuring the quality of this infrastructure, and additional measures such as adequate lighting is critical to promote usability and community safety. Council's role in relation to public transport is less direct and is focussed primarily around advocacy on issues affecting residents including the reliability, frequency, connectivity and accessibility of public transport.

Council will:

1. Protect and promote public health and community safety

Council will measure performance against:

Community satisfaction with:

- emergency management and preparedness (e.g. response to weather and/or other disruptive events)
- public health (e.g. food safety)
- building control (e.g. enforcement and permits)
- enforcement of local laws (e.g. parking management)
- animal management (e.g. animal registration)
- perceptions of safety

The Local Government Performance Reporting Framework service indicators for:

- animal management
- food safety

2. Celebrate and promote the diversity of our community

Community satisfaction with:

- amount of opportunities to connect socially with people in the local area

3. Support the growth of our local economy, and encourage business investment that creates and maintains local jobs

Community satisfaction with:

- visitor information centre
- economic development activities, supporting local businesses and tourism
- access to jobs and the level of economic investment in the local area

4. Deliver, support and promote arts, cultural, heritage, recreational and sporting events and programs that foster a sense of belonging and contribute to the liveability of the city

Community satisfaction with:

- events and festivals

5. Work with all levels of government and other stakeholders to improve our transport network and to address gaps and capacity in public transport, our roads, foot paths and cycling routes

Community satisfaction with:

- traffic management
- access to public transport
- their ability to walk to destinations and amenities in their neighbourhood (e.g. local shops)

3. A WELL DESIGNED, MAINTAINED AND ENVIRONMENTALLY SUSTAINABLE PLACE

Manage future growth and development to ensure it is well-designed and accessible while protecting our natural and built environments.

Our community has told us that they do not want Hobsons Bay to be over developed and overcrowded. In line with priority one of the Hobsons Bay 2030 community vision, residents value the 'village feel' of our local neighbourhoods and want to protect the varied heritage aspects of the municipality. The community would also like increased investment in parks and recreation, as well as stricter monitoring of polluting industries, litter and graffiti.

Alongside priority four and five of the Hobsons Bay 2030 community vision, which aims to protect the environment and address the impacts of climate change respectively, this goal area also aims to achieve progress towards priority one of the Hobsons Bay 2030 community vision, which would like to see future growth being sympathetic to heritage, neighbourhood character and the environment.

When asked what Council should prioritise within its Council Plan 2017-21, the community supported the priorities of the Hobsons Bay 2030 community vision by providing a number of suggestions on how Council could support the community to adapt and address climate change issues. Population growth and over-development continues to be a concern for the community, particularly in relation to the effects it will have on the existing community and the protection of our heritage, neighbourhood character and open spaces.

Although planning for the local community is one of Council's core functions, the Victorian Government sets the broad directions for planning and development through the Victorian

State Planning Policy Framework. This means that Council has a role to play in ensuring that strategic and urban planning decisions aim to ensure the development needs of the community are met and that it does not support planning applications that do not align with the intent of its Municipal Strategic Statement.

Quality community spaces are a valuable resource for the community and Council maintains its buildings and facilities for use by the community and service providers. Council plans for the open space needs of the community, while also maintaining existing active and passive open spaces, natural assets and the diverse local native ecosystem. This is done through a range of ways, such as the implementation of strategic documents such as Open Space and Biodiversity Strategies, the enforcement of local laws, the management and protection of foreshore areas, the maintenance of Council public spaces and places, waste management, as well as a range of urban design, planning and programs to protect the environment and promote the beautification of the municipality.

In relation to addressing climate change, Council's role is focussed on helping the community understand issues such as conservation and the importance of our natural assets, while supporting behaviour change to reduce the impact of households and businesses on the environment. Council also plays a role in reducing its own energy consumption and incorporating energy saving initiatives and renewable energy technologies into its own operations wherever possible.

Council will:

1. Work with all levels of government, key stakeholders and the community to ensure urban development is appropriate and considers neighbourhood character and heritage

Council will measure performance against:

Community satisfaction with:

- town planning
- protection of local heritage
- developments that retain the community feel
- opportunities provided by Council to participate in strategic planning projects (e.g. structure plans, heritage studies, planning scheme amendments)
- residential density
- appropriateness of development in Hobsons Bay
- car parking provision

The Local Government Performance Reporting Framework service indicators for:

- statutory planning

2. Deliver and maintain well-designed, accessible and environmentally sustainable community assets

Community satisfaction with:

- drains maintenance and repairs
- maintenance and repairs of sealed local roads
- footpath maintenance and repairs
- provision of on road bike paths
- provision of off road shared trails

The Local Government Performance Reporting Framework service indicators for:

- roads

3. Protect and enhance our coastal environment, biodiversity and natural areas in partnership with major stakeholders and the community

Community satisfaction with:

- provision and maintenance of street trees
- provision and maintenance of parks, gardens, open space and the foreshore
- protection and enhancement of the foreshore
- the protection and conservation of the natural environment in Hobsons Bay
- the water quality of local creeks, lakes and wetlands

4. Maintain a clean city and encourage the community, business and industry to reduce, reuse and recycle

Community satisfaction with:

- maintenance and cleaning of public areas (including litter collection and graffiti removal)
- weekly garbage collection
- green waste collection
- recycling collection
- hard waste collection

The Local Government Performance Reporting Framework service indicators for:

- waste collection

5. Work with the community, businesses and all levels of government to actively and innovatively address climate change and promote sustainable living

Community satisfaction with:

- sustainability (climate change) policy development
- opportunities to get involved in local environmental activities

4. A COUNCIL OF EXCELLENCE

We will be a leading and skilled council that is responsible, innovative and engaging in order to deliver excellence in all we do.

This goal area aims to achieve progress towards becoming a Council of excellence as articulated in the Hobsons Bay 2030 community vision. A Council of excellence, as described in the vision, is one that proactively identifies, adopts and implements best practice.

Councillors, community and staff spent time discussing and considering what a Council of excellence should be. It was agreed that a Council of excellence should be committed to excellence in everything it delivers in order to better serve, lead and advocate on behalf of the Hobsons Bay community.

Achieving the best outcomes for Hobsons Bay requires Council to be an effective, capable, transparent and well-resourced organisation that manages risks and maximises opportunities wherever possible. This requires excellence in governance and organisational practices. This is underpinned by a committed workforce, therefore it is critical for Council to have a focus on attracting and retaining the best workforce possible that will contribute to delivering the outcomes it needs.

Ultimately however, Council exists to serve the needs of its community - so understanding community needs is vital to effectively plan and respond to our community. When asked what Council should prioritise within its Council Plan 2017-21, the community indicated they want more consultation and

better communication. Engaging with and listening to our residents is, therefore, a key priority, the outcomes of which should drive the strategic directions of the organisation.

The operating environment for local councils in Victoria is changing. The years ahead will therefore present many challenges for Council, including significant cost increases and revenue decreases that may impact our functions and service delivery, an increasingly complex land use planning system, skill shortages and a challenging economic environment. Council is therefore committed to continuous improvement and to effective long term financial planning so that we have the financial capacity to deliver our strategic goals into the future.

Council will:

1. Collaborate with all levels of government, service providers, not for profit organisations and the private sector to address the concerns of our community

Council will measure performance against:

Community satisfaction with:

- responsiveness of Council to local community needs
- Council's representation, lobbying and advocacy on behalf of the community
- Council's leadership

The Local Government Performance Reporting Framework service indicators for:

- governance

2. Be a more efficient and effective organisation by having a strong focus on continuous improvement, innovation, strategic planning and responsible financial management

Community satisfaction with:

- Council's performance in maintaining the trust and confidence of the local community
- making decisions in the interest of the community
- rates being fair and reasonable
- fees and other services being fair and reasonable
- overall value for money
- overall financial management
- Council's overall performance

The Local Government Performance Reporting Framework indicators for:

- sustainable capacity
- financial performance

3. Provide excellent customer service while ensuring all our communications are clear and easy to understand

Community satisfaction with:

- website
- quarterly newsletter Hobsons Bay Community News
- social media
- general reception area (at the Civic Centre)
- care and attention to enquiries
- speed of service
- courtesy of service
- access to relevant officer/area
- provision of information about Council and its services
- staff's understanding of language and/or cultural needs
- staff's understanding of mobility or communication needs

4. Actively seek the community's views by providing a range of opportunities for the community to contribute to Council's decision making

Community satisfaction with:

- keeping the community informed
- providing opportunities for community to be heard on issues that are of importance
- efforts of Council in consulting and engaging with the community

5. Support and develop an engaged, skilled and professional workforce who are committed to maintaining a high performing and sustainable organisation

Community satisfaction with:

- Council's overall reputation

RESOURCING AND MONITORING THE IMPLEMENTATION OF THE COUNCIL PLAN

The *Local Government Act 1989* contains the planning and accountability reporting (part 6) requirements for councils. It requires that the Council Plan is reviewed annually and adjusted if necessary to ensure it remains up to date and relevant.

It also requires that the Council Plan contain major initiatives and initiatives as well as strategic indicators for monitoring the achievement of the Council Plan objectives. The extent to which all these are achieved is reported at the end of the financial year through Council's Annual Report.

In order to ensure that the resources required to achieve the Council Plan are in place, Councils are required to develop a Strategic Resource Plan, which sets out the financial and non-financial resources that Council requires in order to achieve the Council Plan and any other plan adopted by Council.







HOBSONS BAY CITY COUNCIL

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HOBSONS BAY LANGUAGE LINE

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INTERPRETER SERVICE FOR ALL LANGUAGES

AND RECORDED COUNCIL INFORMATION IN:

English	العربية	Ελληνικά
Italiano	ကဗိုက်	Tiếng Việt
粵語	Македонски	普通话

Your Council in your language