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Council Plan 2013 – 2017



**HOBSONS BAY
LANGUAGE LINE**

9932 1212

Telephone interpreting service

Arabic	خدمة الترجمة الهاتفية
Burmese	တယ်လီဖုန်းဖြင့် စကားပြန် ဝန်ဆောင်မှု
Cantonese	电话口译服务
Croatian	Telefonska služba tumača
Greek	Τηλεφωνική Υπηρεσία Διερμηνέων
Italian	Servizio telefonico interpreti
Karen	လီတဲစိ တၢ်ကတိၤကျိးတၢ် တၢ်မၤ
Macedonian	Телефонска преведувачка служба
Maltese	Servizz ta' Interpretar bit-Telefon
Mandarin	电话口译服务
Vietnamese	Dịch vụ Thông dịch qua Điện thoại



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Valuing the wellbeing of
our people and our place,
now and into the future

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For further information see the Council website www.hobsonsbay.vic.gov.au.
To receive this document in an alternative format or for language assistance
please contact the Council 9932 1000.



The Council acknowledges the people of Yalukit Wilum of the Boon Wurrung Country that make up the Greater Kulin Nation, traditional owners of these municipal lands.

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**Vision, mission,
goals and values**

Vision, mission, goals and values



The Community's Vision for Hobsons Bay

Valuing the wellbeing of our people and our place, now and into the future. A safe, clean, accessible and connected municipality, which values diversity, protects its heritage and environment, fosters a strong sense of community and provides opportunities to achieve the best possible health and wellbeing. A place that people are proud to call home.

The Council's Mission

Working with our community to plan, deliver and advocate for the services and infrastructure that will achieve a healthy, connected and sustainable future in Hobsons Bay.

Principles we will uphold in carrying out our mission

- Uphold Human rights and social justice
- Provide equitable access to services, infrastructure and economic opportunities
- Enhance the environmental sustainability of the city
- Provide accountable, transparent, well-informed governance for the benefit of the community
- Work in partnership with service providers and other levels of government to advocate for, and meet, community needs
- Be an organisation that is innovative, proactive, financially sound and strives to improve
- Inform, listen to and engage with communities

Goals

- > An Inclusive, Resilient and Healthy Community
- > A Well Planned, Vibrant and Sustainable Place
- > Quality Community Infrastructure and Public Open Spaces and Places
- > An Innovative, Proactive and Leading Organisation.

Values

- > Honesty
- > Trust
- > Integrity
- > Collaboration
- > Respect
- > Accountability.



A message from the Mayor and Councillors

Front row (left to right): Cr Angela Altair, Mayor Cr Sandra Wilson, Deputy Mayor Cr Colleen Gates
Back row (left to right): Cr Peter Hemphill, Cr Paul Morgan, Cr Carl Marsich, Cr Jason Price

A message from the Mayor and Councillors

Hobsons Bay City Council is proud to present its Council Plan 2013-2017.

On behalf of the Hobsons Bay Councillors I am proud to present to you our updated Council Plan for the remaining period of 2014–2017.

Guided by the Community Health and Wellbeing Plan 2013-2017, community and stakeholder consultation, the Council Plan 2013-2017 sets out the Council's vision, goals and objectives. The Plan sets out the Council's yearly actions through Annual Action Plans and the strategic indicators which monitor the Council's progress.

The plan demonstrates the Council's strong leadership through advocacy and action in areas of integrated transport, increasing mental health services for young people, advocating

for affordable housing, supporting and sustaining economic development, health and education facilities, and protecting our open space, foreshores, and natural environment across the municipality.

We will continue to create: an inclusive, resilient and healthy community; a well planned, vibrant and sustainable place; quality community infrastructure and public open spaces and places; and an innovative, proactive and leading organisation.

Civic leadership, advocacy and good governance underpin everything we do at the Council and we will continue to ensure our community is proud to live, work and play in Hobsons Bay.

I am looking forward to continuing to work with our community and stakeholders to advocate for the issues that matter in Hobsons Bay and working towards recognising and promoting Hobsons Bay – as a community that values the natural environment and embraces sustainability; as a community that has a rich artistic, literary and cultural life; as a community that celebrates its heritage; as a community that works side by side and with business and industry to create economic opportunities and local jobs.

Cr Sandra Wilson
Mayor 2013-14



A message from the Mayor and Councillors

Councillors and wards

The Council consists of seven Councillors representing Strand Ward, Cherry Lake Ward and Wetlands Ward.

Mayor Councillor Sandra Wilson Cherry Lake Ward

Tel: 9932 1000 Mob: 0419 287 117 Email: swilson@hobsonsbay.vic.gov.au

Councillor Jason Price Cherry Lake Ward

Tel: 9932 1000 Mob: 0438 871 814 Email: jprice@hobsonsbay.vic.gov.au

Councillor Angela Altair Strand Ward

Tel: 9932 1000 Mob: 0419 762 267 Email: aaltair@hobsonsbay.vic.gov.au

Councillor Peter Hemphill Strand Ward

Tel: 9932 1000 Mob: 0419 762 266 Email: phemphill@hobsonsbay.vic.gov.au

Councillor Paul Morgan Strand Ward

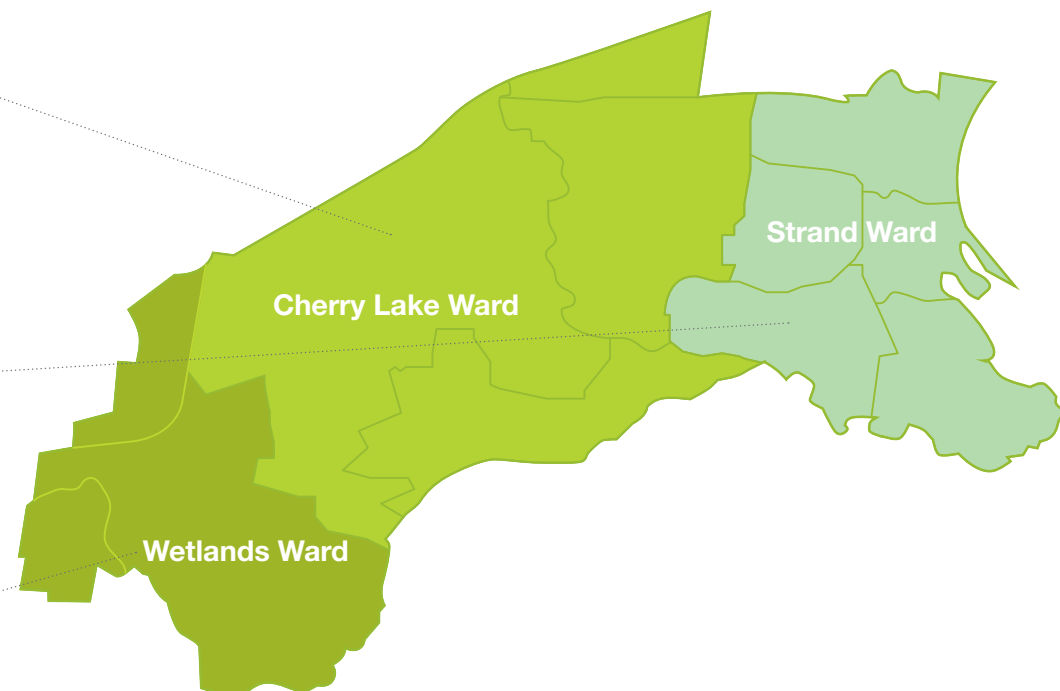
Tel: 9932 1000 Mob: 0428 853 469 Email: pmorgan@hobsonsbay.vic.gov.au

Deputy Mayor Councillor Colleen Gates Wetlands Ward

Tel: 9932 1000 Mob: 0457 916 615 Email: cgates@hobsonsbay.vic.gov.au

Councillor Carl Marsich Wetlands Ward

Tel: 9932 1000 Mob: 0429 461 629 Email: cmarsich@hobsonsbay.vic.gov.au





Hobsons Bay profile

Hobsons Bay profile



Hobsons Bay is located at the north western end of Port Phillip Bay and is home to the suburbs of Altona, Altona Meadows, Altona North, Brooklyn, Laverton, Newport, Seabrook, Seaholme, South Kingsville, Spotswood, Williamstown and Williamstown North.

Hobsons Bay is unique to the Western Metropolitan Region. It has over 20 kilometres of beaches and foreshore areas; it is home to significant coastal wetlands, five creek systems, remnant native grasslands, and important flora and fauna habitats, making up 24 per cent of the municipality's land area. It contains the historic seaport of Williamstown, one of the oldest settlements in Victoria, a range of historic buildings as well as recently developed residential areas.

Our community loves Hobsons Bay for its proximity to the CBD, the beach, its parks and green spaces, its vibrant

atmosphere and sense of community, its character housing and above all its people, which makes the area almost the ideal place to live for many.

Key facts about Hobsons Bay

- > Population: 89,100 with population forecast to increase by 15 per cent (13,524) by 2031
- > 30 per cent of residents are born overseas, speaking over 100 different languages
- > 17 per cent of residents have a disability

- > Hobsons Bay is the 9th most disadvantaged municipality in Metropolitan Melbourne with a SEIFA¹ of 1001.7
- > Some areas of Hobsons Bay are more disadvantaged than others, with these residents having limited income and increased housing stressors
- > Inequities within population groups especially women, newly arrived communities, people with a disability, older people, young people and children.
- > An increasing ageing population and associated chronic health conditions
- > Limited access to services, with most people having to travel outside of the municipality

- > Limited access to transport especially affecting young people, people with a disability and older people
- > History of industrial operations, and even with many moving out of the municipality, Hobsons Bay still includes eight Major Hazard Facilities.
- > Environmentally rich surroundings with sustainability a key concern
- > Increased developmental sites coupled with ensuring current "village" feel and urban character is protected

Further detail is available in the Community Health and Wellbeing Plan 2013-2017 on the Council website.

¹ Socio-Economic Indexes for Areas (SEIFA) are produced by the Australian Bureau of Statistics. The index of disadvantage considers factors such as low income, low educational attainment, high unemployment and jobs in relatively unskilled occupations to develop a score, with 1,000 being the Australian average.



About the Council Plan 2013-2017

About the Council Plan 2013-2017

The Council Plan articulates our strategic direction for the next four years. It is prepared in accordance with legislative requirements in the *Local Government Act 1989* and is based on a planning framework that aligns the community's vision to our strategies, activities and financial resources.

The Council Plan 2013-2017 describes how our organisation will work to achieve the community's vision and priorities, as articulated in the Hobsons Bay Community Health and Wellbeing Plan 2013-2017.

The Community Health and Wellbeing Plan and Council Plan were developed following an extensive program of consultation and research that identified four key goals to drive the Council's action planning over the next four years:

- > An Inclusive, Resilient and Healthy Community
- > A Well Planned, Vibrant and Sustainable Place
- > Quality Community Infrastructure and Public Open Spaces and Places
- > An Innovative, Proactive and Leading Organisation.

The Council Plan details:

- > The objectives the Council will pursue to achieve the goals
- > the strategies and plans we have in place to support delivery of the goals
- > key activities to be undertaken in the coming year to implement the goals
- > how we will monitor our progress
- > indicators of success
- > the financial and non-financial resources that will underpin delivery of the Council Plan.

Delivery of the Council Plan is further supported by the Council Budget and an Annual Action Plan which highlights initiatives to be implemented by the Council, as shown in the diagram of our planning framework.

We review the Council Plan annually and adjust it as required to ensure it remains up to date and relevant. Adjustments to goals, objectives and indicators are subject to a public consultation process.

The years ahead will present many challenges. As an organisation we face significant cost increases, long-term impacts of climate change on our functions and service delivery, an increasingly complex land use planning system, skill shortages and a challenging economic environment.

Our dedicated team will continue to work hard and in the community's best interest to meet these demands and fulfil the community's vision for Hobsons Bay.

If you would like further information on the consultation and research findings that influenced the development of this plan, please refer to the Council website for the Community Health and Wellbeing Plan 2013-2017 and associated documents. Alternatively, copies can be obtained by contacting the Council's Social Planning and Development Unit on 9932 1000.



Our key priorities



Consultation has provided a rich collection of information to assist the Council in planning how it can best play a role in improving the municipality over the next four years.

Through community and stakeholder consultations a number of key priorities for the municipality have been identified which are recognised as having particular strategic importance for the future of Hobsons Bay. These priority areas will be a key focus of the Council and be delivered through the implementation of the Community Health and Wellbeing Plan goals and objectives and the Council Plan's Annual Action Plan.

- > Supporting the wellbeing of children and young people
- > Advocating for accessible public transport throughout the municipality
- > Ensuring the Council assets and infrastructure are well managed and maintained in accordance with community needs
- > Promoting and protecting our open space, biodiversity and environment
- > Ensuring land use planning and development is appropriate and in line with community values
- > Improving our communication and actively engaging with community
- > Supporting the sustainability of economic development and growth of business across the municipality
- > Advocating for and ensuring the availability of affordable housing throughout the municipality
- > Ensuring the Council is advocating for the current and future needs of the community

Council goals and objectives





The Council Plan is structured around four key goals, which describe how the Council will serve the community to deliver on the community's vision for Hobsons Bay.

Each goal area identifies the objectives that we will work towards achieving from 2013-2017. For more information on why these goal areas are a priority for Hobsons Bay, please refer to the Community Health and Wellbeing Plan 2013-2017 on the Council website.

The Annual Action Plan identifies actions under each goal area of the Council Plan. Each year, the Council identifies key initiatives that will play a leading role in delivering the Council's strategy. These initiatives are projects

that are undertaken over and above normal service delivery and are intended to attain important outcomes for the Council and the community. Initiatives are drawn from the Council's annual budget, where they are required to be listed in accordance with requirements of the *Local Government Act 1989*.

Further detail on the actions the Council will undertake each year to deliver on its strategy will be published separately in an Annual Action Plan on the Council website.

The Council reviews its performance on an ongoing basis.

Implementation of the Community Health and Wellbeing Plan and Council Plan 2013-2017 will be monitored by the Councillors and overseen by senior management from business areas across the Council to ensure implementation takes place in an integrated, whole of Council way.

We will report regularly on our progress against our Annual Action Plan through quarterly Council reports and through the Annual Report. These are public documents that will be available on the Council website.

The Council Plan contains indicators to monitor achievement of organisational objectives, in accordance with legislative requirements. Performance against these indicators will also be

reported in the Annual Report, as well as to the Council quarterly (except where data is available less often, such as annual community survey results).

In addition to the indicators listed in this plan, the Council monitors its performance regularly through a range of other means, including surveys and monthly service reporting.

Broad evaluation of the Community Health and Wellbeing Plan's goal areas will take place at the end of four years and will focus on determining whether there has been a change in the critical issues which impact the health and wellbeing of the Hobsons Bay population.

Goal 1: An Inclusive, Resilient and Healthy Community

Engaging with local communities and stakeholders to plan for, and provide access to, the services, cultural and recreational experiences, and economic opportunities that enhance health and wellbeing.

Objectives:

The Council will:

- 1.1** Provide a range of accessible, high quality services and social supports
- 1.2** Foster community wellbeing, capacity and sense of belonging
- 1.3** Protect and promote public health and community safety
- 1.4** Provide a range of opportunities that support people to engage in healthy and active lifestyles, the arts, recreation and sport
- 1.5** Foster cultural expression and lifelong learning
- 1.6** Work in partnership with key stakeholders to attract and advocate for the services needed in Hobsons Bay



How we will measure progress:

- > Community satisfaction with services for children from birth to five years of age
- > Community satisfaction with services for young people
- > Community satisfaction with services for seniors
- > Community satisfaction with services for people with disability
- > Community satisfaction with arts, events and cultural activities
- > Community satisfaction with sports ovals and other local sporting facilities
- > Community satisfaction with local library
- > Utilisation of library collection
- > Percentage of active library members
- > Community satisfaction with enforcement of local laws
- > Childhood immunisation rates
- > Participation in first Maternal and Child Health home visit
- > Participation in Maternal and Child Health service
- > Percentage of food safety assessments conducted
- > Follow up of critical and major food safety non-compliance notifications
- > Percentage of eligible school crossings supervised

Goal 2: A Well Planned, Vibrant and Sustainable Place

Fostering safe, attractive and connected neighbourhoods that provide social and economic opportunities for all and are resilient to climate change; while caring for our precious heritage, coast and natural resources for future generations.

Objectives:

The Council will:

- 2.1** Contribute to creating an accessible, well connected city
- 2.2** Enhance neighbourhood character, while respecting local heritage and open space
- 2.3** Contribute to initiatives that encourage economic opportunities through local employment, business, industry and tourism
- 2.4** Plan for a well designed urban environment and public spaces that enhance safety for all community members and contribute to the life of the city
- 2.5** Reduce the Council's ecological footprint and ensure our community has the capacity to adapt to the effects of climate change
- 2.6** Ensure opportunities for residents to enhance their health and wellbeing are delivered upon through strategic integrated planning, social research, community consultation and evaluation



How we will measure progress:

- > Community satisfaction with protection of local heritage
- > Community satisfaction with Council activities promoting local tourism
- > Community satisfaction with Council activities promoting local business
- > Community satisfaction with design of public spaces
- > Community satisfaction with Council community programs, events or activities to encourage environmental sustainability
- > Percentage of kerbside collection waste diverted from landfill
- > Delivery of planned Council business development activities

Goal 3: Quality Community Infrastructure and Public Open Spaces and Places

Delivering a high standard of well-maintained community infrastructure including roads, Council owned buildings, pedestrian and cycle ways, and public open spaces that are accessible and meet the needs of local communities.

Objectives:

The Council will:

- 3.1** Protect and enhance our coastal environment, public open space network and natural areas
- 3.2** Build and maintain a clean, safe and beautiful city
- 3.3** Invest in and maintain Council-owned buildings to ensure they respond to community needs
- 3.4** Provide and maintain roads, drainage and footpath networks that meet the needs of the community.
- 3.5** Increase the use of integrated transport across the municipality



How we will measure progress:

- > Community satisfaction with protection and enhancement of the foreshore
- > Community satisfaction with traffic management
- > Community satisfaction with provision of parking facilities
- > Community satisfaction with provision and maintenance of parks, gardens and open space
- > Community satisfaction with weekly garbage collection
- > Community satisfaction with regular recycling
- > Community satisfaction with graffiti removal
- > Community satisfaction with footpath maintenance and repairs
- > Community satisfaction with drains maintenance and repairs
- > Community satisfaction with bike paths
- > Community satisfaction with road maintenance and repairs

Goal 4: An Innovative, Proactive and Leading Organisation

Providing strong civic leadership, advocacy and good governance to promote the wellbeing of people who live, work in and visit Hobsons Bay: ensuring that the Council is an effective, financially strong and capable organisation.

Objectives:

The Council will:

- 4.1** Undertake responsible and sustainable decision making and management
- 4.2** Understand community needs, advocate and partner with others for the benefit of the municipality, especially in relation to children and young people
- 4.3** Communicate and engage effectively with the community and provide excellent customer service
- 4.4** Foster a highly skilled, effective and committed workforce



How we will measure progress:

- > Council's overall performance across all areas of responsibility
- > Community satisfaction with the Council's responsiveness to community needs
- > Community satisfaction with the Council's representation, lobbying and advocacy on behalf of the community
- > Community satisfaction with keeping the community informed
- > Community satisfaction with care and attention paid to customer service enquiries
- > Council's performance in providing opportunities for community voice to be heard on issues of importance
- > Community satisfaction with community consultation and engagement
- > Community satisfaction with Council decisions
- > Workforce turnover
- > Percentage of staff completed compulsory training
- > Council website meets government accessibility guidelines
- > Percentage of calls to the Council's 99321000 number resolved at first point of contact
- > Overall percentage of service management requests that are attended to within the timeframes set by business rules

Supporting strategies

The Council has a suite of key strategies that will support the delivery of the Community Health and Wellbeing Plan and Council Plan 2013-2017.

The list below shows how the Council's high level strategies relate to each goal area. These strategies are monitored and evaluated on an ongoing basis. Additional strategies will be developed throughout the four-year cycle to reflect the needs of the community. A complete list of Council strategies, policies and plans is available on the Council website.

Key Strategies	Goal 1: An Inclusive, Resilient and Healthy Community	Goal 2: A Well Planned, Vibrant and Sustainable Place	Goal 3: Quality Community Infrastructure and Public Open Spaces and Places	Goal 4: An innovative, proactive and leading organisation
Advocacy Strategy 2014-2018				
Affordable Housing Policy Statement 2011				
Ageing Well Strategy 2007-2017				
Arts and Culture Plan 2011-2015				
Children and Young People's Plan 2014-2018 (under development)				
Climate Change Adaptation Plan 2013-2018				
Climate Change Policy 2013				
Community Environmental Engagement Strategy 2013-2018				
Community Greenhouse Strategy 2013-2030				
Corporate Greenhouse Strategy 2013-2020				
Community Services and Infrastructure Plan (under development)				
Disability Access and Inclusion Strategy 2013-2017				
Domestic Animal Management Plan 2013-2017				
Electronic Gaming Machine Policy Statement 2008				
Food Security Policy Statement 2009				

Supporting strategies

Key Strategies	Goal 1: An Inclusive, Resilient and Healthy Community	Goal 2: A Well Planned, Vibrant and Sustainable Place	Goal 3: Quality Community Infrastructure and Public Open Spaces and Places	Goal 4: An innovative, proactive and leading organisation
Gender Equity Policy Statement 2014				
Hobsons Bay Planning Scheme				
Integrated Water Management Plan 2014-2019				
Library Strategic Plan 2012-2015				
Multicultural Policy 2012-2015				
Municipal Emergency Management Plan				
Open Space Strategy (under development)				
Play Space Strategy 2013-2023				
Public Art Strategy 2012-2017				
Rating Strategy 2014-2015				
Reconciliation Policy Statement 2011				
Risk Management Strategy 2012-2014				
Sport and Recreation Strategy (under development)				
Sustainable Design in Council Facilities Strategy 2011				
Waste and Litter Management Plan 2012-2017				

The Council Plan 2013-2017 includes a Strategic Resource Plan, which is available as an attachment on the Council website www.hobsonsbay.vic.gov.au

The Strategic Resource Plan is a four-year plan of the financial and human resources required to implement the Council Plan.